

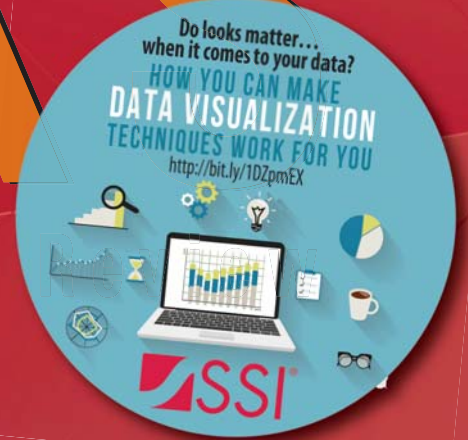
A look at focused  
data integration

Learning from  
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Using the ICSAR Model to  
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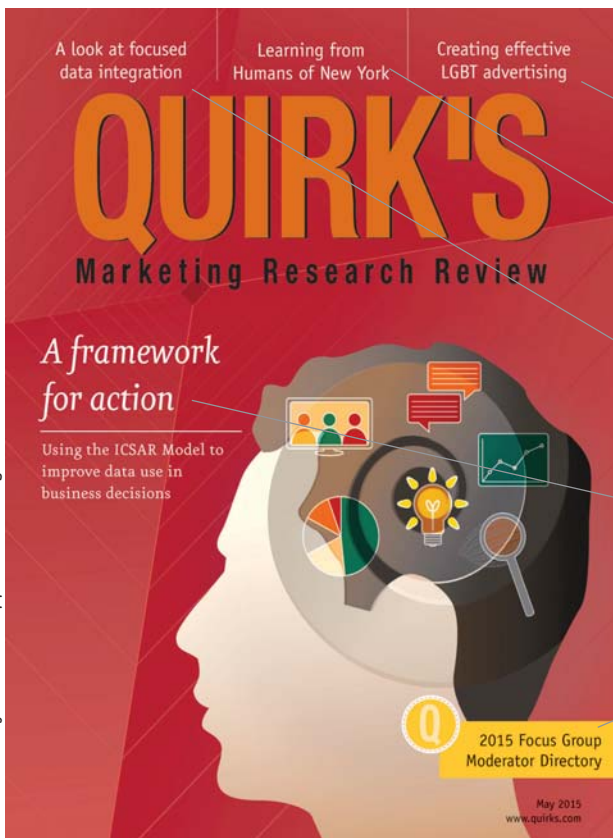
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### Your checklist for picking the right research software

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### A 4-pillar framework for entering an emerging market

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### QuirksBlog.com

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#### New challenges for MR: Q&A with Printemps des Etudes

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#### Don't call me honey: How an unsatisfied corporate researcher got 'em talking

[quirksblog.com/blog/2015/03/18/](http://quirksblog.com/blog/2015/03/18/)

### ResearchIndustryVoices.com

#### Keeping our furry friends healthy: 5 trends changing the veterinarian industry

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#### A remembrance of William "Jay" Wilson

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## ●●● online research

### Ericsson, King's College London partner to create tactile Internet

As reported by U.K. media outlet Smart Chimps, Swedish technology firm Ericsson and King's College London have joined in a research project to create an Internet that users can literally touch, called the tactile Internet. The pair have announced collaboration on researching 5G, the next generation of mobile connectivity, to address both technical implications and societal challenges towards the development of a tactile Internet.

Professor Mischa Dohler, head of King's College London's center for telecommunications research in the department of informatics, said, "Currently we can see and hear through the Internet, but we cannot touch; we have a vision to create the tactile Internet, where we would be able to touch through the medium of the Internet."



5G is expected to begin its commercial rollout in 2020, by which time Ericsson believes that there will be up to 50 billion connected devices in the world, mainly in machine-to-machine (M2M) communication. 5G networks will enable a wide variety of use cases such as evolved mobile broadband services, a range of M2M communication and media distribution.

Experimental activities will include the setup of a 5G tactile Internet lab with test bed capabilities, enabling the easy creation, testing and real-time adaptation radio technology in software. This will occur both in devices and remotely as part of Cloud RAN experimentation. An Ericsson King's College London 5G tactile Internet showroom will showcase developed prototypes and connect to real-time live test beds in London and globally.

## ●●● neuromarketing

### Can brain waves predict box office?

A new study suggests that people's brain waves may reveal which movies they like and even predict which movies will do well at the box office, reports LiveScience's Rachael Rettner. In the study, researchers had 32 college students watch 18 movie trailers each; the students had electrodes placed on their scalps to measure their brain waves, a test known as electroencephalography or EEG. After they watched each trailer, the participants were asked to rate how much they liked the movie and how much they'd be willing to pay for a DVD of it. After viewing all 18 trailers, the participants were asked to rank the movies in order of preference.

The researchers then looked at the EEG data on certain brain waves, called beta and gamma waves. Results showed that the beta brain waves were linked with people's rankings of the movies: The more beta wave brain activity there was as a participant watched a movie, the higher that individual ranked the movie.

The study is one of the first to show that "EEG measures are related to real-world outcomes and that these neural measures can significantly add to models predicting choice behavior," the researchers, from Erasmus University in the Netherlands, wrote in a paper that will be published in the *Journal of Marketing Research*.



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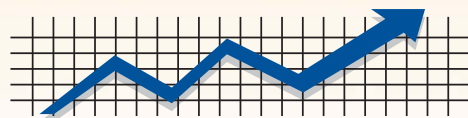
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# ESOMAR, GRBN issue Guideline on sample quality

ESOMAR and the Global Research Business Network (GRBN) have published the Guideline for Online Sample Quality (GOSQ), which aims to provide best practice-style guidance to users and providers to understand how evolving approaches to online sampling can impact and potentially compromise data quality.

Online sampling accounts for more than a quarter (28 percent) of global market and social research revenues, at \$9.7 billion, more than telephone and face-to-face surveying combined, as cited in the joint ESOMAR/GRBN press release on the Guideline. It is now the main research mode in the world's top 10 research markets (except France and China).

The rapid growth of online research has been accompanied by concerns about the integrity of the resulting research data, arising from the impact of professional research participants who enter multiple surveys to secure incentives or money; inattentive or untruthful respondents; unrepresentative target groups and the potential for duplicated respondents as research providers broaden their sources to expand sample sizes.

The advent of the smartphone also poses challenges – as well as opportunities – for online researchers, most notably the potential to create bias. Between 20 and 30 percent of research respondents now respond using a smartphone or mobile device, according to ESOMAR and GRBN, and

they are typically younger, male and more ethnically diverse than in conventional sampling. The limitations of mobile devices can also skew completion rates and the Guideline underlines the need for transparency when reporting data in this area.

Another area of concern relates to how online sampling has evolved over time, from online panels to routers to exchanges. Newer techniques such as river sampling can make it harder to validate respondent identities and their relevance to the target population.

In addition, the trend towards recruiting respondents from frequent-flyer or other particular sites opens up the potential for duplicate participants. Blending together samples from several panel sources to create greater balance can also lead to individuals answering surveys more than once.

The Guideline addresses the following issues impacting on data quality, including:

- Research participant validation to ensure the respondent falls within the description of the research sample.
- Survey fraud prevention to ensure that the same person cannot receive more incentives by completing a survey more than once.
- Survey engagement to ensure that the respondent is paying sufficient attention to the questionnaire and understands the questions being asked.
- Category exclusions to ensure that the sample does not include respondents who might bias the results.
- Transparency of sampling to build confidence in the likely accuracy of



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

data quality and representativeness of the target sample.

“The rapid growth in online research presents real challenges for brands and marketers to assess the quality of their samples,” said Finn Raben, director general of ESOMAR, in the joint press release. “This Guideline is designed to help data users to understand the issues affecting online sample quality so they can make judgments with full confidence. It underlines the need for a transparent sampling process, knowledge of how the sample was selected and ensuring that the same individual only answers a particular survey once.”

Added Andrew Cannon, executive director of the Global Research Business Network, “These joint guidelines are an important new step in providing global guidance on research issues which are becoming increasingly global in nature. GRBN and ESOMAR will be working with industry experts to publish further guidelines in rapidly evolving fields such as social media and mobile research for the benefit of researchers businesses and researchers across the globe.”

Copies of the Guideline are available at [www.esomar.org](http://www.esomar.org) or at [www.grbn.org](http://www.grbn.org).



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## // Survey Monitor



••• advertising research

### Study on multitasking finds TV still a constant

Always on though not always watched

**Y**uMe Inc., a Redwood City, Calif., digital video advertising firm, commissioned a study from Nielsen that concluded that multitaskers exhibit differing levels of engagement on multiple devices. The research experiment was designed to explore how viewers engage with devices when put in situations that are conducive for multitasking and begins to address the issue of how device interactions can provide the greatest value for

brand advertisers.

The study – an observational lab experiment that simulated a multitasking environment – demonstrates that the digital environment provides an opportunity for user engagement and complements television campaigns and reveals that attention lost from TV ads can be regained by ads on digital platforms. Findings from this study are observational and are not meant to be a reflection of all consumers' viewing habits.

To understand the individual behaviors within multitasking, YuMe commissioned Nielsen to conduct in-lab observations across 200 respondents in Las Vegas over a two-month

period from October to November 2014, in which video consumers were instructed to engage with any of the devices as they would naturally at home for 20 uninterrupted minutes. As a result, 50 hours of video footage was gathered with second-by-second coding of attentiveness for four devices, totaling nearly 2 million data points to analyze regarding the behaviors and interactions across devices.

For multitaskers in the study, TV was still the initial medium of choice but some participants quickly switched their attention, opting to begin seeking out content on other devices. In the experimental multitasking environment, TV provided a constant background, even if the participants were not interested in the specific program that was airing at the time and choosing to engage with content on other devices; the shift to other devices typically happened within the first few minutes.

While television was the most-used device (used 53 percent across all respondents) during the experiment, the participants spent less than half of that time paying attention to it while it was on. Attention to television dropped from over half of multitaskers to under 20 percent of multitaskers in the first four minutes.

In the study's multitasking environment, a campaign served to the same number of multitasking consumers on each device would be seen by more than two times as many viewers on laptops and more than three times as many on tablets or smartphones than on TV.

Pre-roll was generally more effective than mid-roll at ensuring multitasking viewers were attentive to advertising.

When a participant found content they were interested in watching on television, they were much more likely



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to maintain their focus on the TV set.

In the study, of all the ads that were shown: for television, 30 percent of ads were seen; for laptop, 71 percent of ads were seen; for tablet, 93 percent of ads were seen.

“No one is debating that consumers are multitasking. This ethnographic study was specifically designed to garner insights into users’ behaviors and preferences while multi-tasking,” says Paul Neto, director of research, YuMe. “Despite distraction levels among consumers, it will be important for brand advertisers to continue running campaigns cross-screen, as viewers continue to show they are also attentive on laptops, tablets, and/or smartphones while ‘watching’ TV.” Full study results are available at [www.yume.com/research](http://www.yume.com/research).



## ●●● automotive research

# Consumers can't picture themselves in a self-driving car

### No drive to go driverless

As we are now 15 years into the millennium, many of us are no doubt wondering why we aren't yet commuting to work via flying car, à la *The Jetsons*. While our cars may not be taking flight in the near future, vehicle automation is becoming

increasingly prevalent, with many vehicles now equipped with features such as park-assist and adaptive cruise control to aid in everyday driving chores. Some manufacturers have even begun making forays into vehicles that can drive themselves in some capacity, with more on the way. But how do Americans feel about sharing their roads with cars which can get themselves from Point A to Point B without a human taking the wheel? Recent findings indicate that Americans have yet to come to a consensus on the topic.

These are some of the results of The Harris Poll of 2,276 U.S. adults surveyed online between November 12 and 17, 2014.

When provided with a brief description of self-driving vehicles and an aided list of potential feelings they may have towards the technology, Americans display a wide range of sentiments towards the subject. On one hand, there are many positive reactions to the vehicles. Over one-third (35 percent) say these vehicles are the future of driving and 24 percent think they are the designated drivers of the future. Meanwhile, almost one quarter of adults (24 percent) believe self-driving vehicles are something out of *The Jetsons*. Just over one-fifth of Americans (22 percent) say it's a technology they'd love to have and 19 percent say they're "insanely cool."

But it's not all sunshine and robots, with 34 percent saying the vehicles are an unnecessary luxury and nearly a third (32 percent) feeling they're something only rich people could afford. Furthermore, 30 percent say they're an even lazier way to drive. Then there are those who just don't know what to make of them, with 12 percent saying they're "confusing."

Digging into the specifics, Americans see a number of benefits and drawbacks to the use of self-driving vehicles, when presented with a list of options. Likely benefits include increased fuel economy (30 percent), more leisure/free time (21

percent) and increased productivity (18 percent). It should also be noted, however, that one-quarter (25 percent) of Americans do not see any benefits to self-driving vehicles.

Looking at the drawbacks, 80 percent of Americans feel computer "glitches" are a likely downfall of self-driving vehicles. Added costs are a concern as well. Nearly seven-in-10 (69 percent) feel the vehicles would cost more to service due to increased complexity and 45 percent say higher insurance costs or an additional "rider" are likely drawbacks. Thirty-seven percent (37 percent) of Americans also note personal data breaches as a likely drawback. Only 7 percent of adults don't see any drawbacks to self-driving vehicles.

There are many safety factors to consider when looking at self-driving vehicles. Are they safe for those inside them? What about for others on the road? Can they make mistakes? Will they prevent accidents? Americans are largely split on implications for those inside them: 48 percent say self-driving vehicles would be "safe" for this group and 52 percent say "dangerous." However, Americans edge towards a consensus when thinking of those outside the vehicles. Fifty-seven percent feel self-driving vehicles would be dangerous for other drivers in their proximity and 61 percent say the same for pedestrians. Matures are especially likely to worry that self-driving vehicles would be dangerous for pedestrians (73 percent vs. 63 percent Baby Boomers, 61 percent Gen X and 56 percent Millennials) and other drivers (69 percent vs. 59 percent, 57 percent and 51 percent).

And how do Americans rate self-driving vehicles against the average driver? Well, it depends on the activity. Americans have the most confidence when it comes to parallel parking, with 62 percent expecting that self-driving vehicles are less likely to make an error than human drivers; slightly fewer say the same for parking in a parking lot (56 percent) and driv-



ing on the highway (54 percent). This confidence dwindles when it comes to driving in a city; in this situation, 57 percent of Americans say self-driving vehicles will be more likely than the average driver to make an error.

Americans do, however, see some safety-related benefits in these vehicles in the form of fewer accidents and minimizing other driver-induced errors. Over half identify fewer accidents caused by drunk driving (53 percent) and distracted driving (also 53 percent) as likely benefits of self-driving vehicles. Half of adults (50 percent) feel they have a reduced likelihood of speeding tickets and 44 percent feel there is a reduced likelihood of rearending another car. Another potential benefit, seen as likely by 41 percent, is a reduced likelihood of running a red light.

All things considered, what will it

take before Americans will consider purchasing this new technology? Over one-fifth (22 percent) say they will consider buying/leasing when they believe the bugs have been worked out. Seventeen percent say they will consider doing so when self-driving vehicles drop to a price they think is reasonable. This is especially true of Millennials (23 percent vs. 15 percent Gen X, 13 percent Baby Boomers and 13 percent matures). Others say they'll wait until they read or hear positive feedback from people using them (7 percent) and 17 percent simply aren't sure what it will take for them to consider buying/leasing.

Most notably, however, a third (33 percent) say they will never consider buying or leasing a self-driving vehicle. Matures are more likely than all other generations to indicate this (50 percent vs. 36 percent Baby

Boomers, 36 percent Gen X and 22 percent Millennials).

Americans who drive more than 30 miles a day may be the best target for these newfangled vehicles for a number of reasons. They are more likely than their counterparts (those driving less than 30 miles a day) to share some positive sentiments towards self-driving vehicles, including feeling they are a technology they would love to have (27 percent vs. 20 percent) and that they're "insanely cool" (24 percent vs. 17 percent). Those who drive more are also more likely to cite increased productivity as a benefit (23 percent vs. 17 percent). Furthermore, they may be more open to buying or leasing one, as they're less likely than lower-distance drivers to say they will never consider purchasing a self-driving vehicle (28 percent vs. 35 percent, respectively).

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●●● demographic research  
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Gallup charts payroll-to-population rates in metro areas

Washington, D.C. (54.1 percent) and Salt Lake City (52.9 percent) had the highest payroll-to-population employment rates (P2P) among the 50 largest U.S. metro areas in 2014, according to researcher Gallup. The rest of the top 10 metropolitan statistical areas (MSAs) in P2P were distributed widely across the country, but three were in Texas: Houston, Austin and Dallas-Fort Worth. Miami and Tampa, Fla., had the lowest P2P rates, at 38.2 percent and 39.3 percent, respectively. Three of the MSAs with the lowest P2P rates were in California: Riverside, Sacramento and Los Angeles.

Gallup's P2P metric tracks the percentage of the adult population aged 18 and older who are employed full-time for an employer for at least 30 hours per week. P2P is not seasonally adjusted. Gallup does not count adults who are self-employed, work fewer than 30 hours per week, are unemployed or are out of the workforce as payroll-employed in the P2P metric.

These results are based on Gallup Daily tracking conducted throughout 2014 in the 50 most populous U.S. met-

ropolitan statistical areas. Gallup assigns respondents to metro areas using the definitions for MSAs developed by the federal Office of Management and Budget. Each MSA sample is weighted to ensure it is representative of the population of that metro area. Sample sizes ranged from a low of 1,312 for New Orleans, to a high of 18,154 for the New York metro area.

Dense urban areas tend to have higher rates of workforce participation, which drives P2P rates up as well. The average P2P rate among the 50 largest MSAs in 2014 was 46.0 percent, compared with the average of 44.0 percent for the U.S. as a whole. Nationally, the less densely populated an area is, the more likely adults are to be out of the workforce, while rates of part-time work, self-employment and unemployment remain much more consistent.

As with P2P rates, MSAs in California and Florida dominate the 10 metros with the highest unemployment in 2014. Tampa registered the highest unemployment rate at 10.8 percent, followed by Miami at 10.3 percent and Riverside, Calif., at 10.2 percent. Salt Lake City had the lowest unemployment rate in 2014, at only 3.5 percent. The Florida MSAs, all of which are in the bottom half in P2P, are also among the highest 10 in unemployment – suggesting their lower P2P rates are not merely a result of having a higher retired population.

While P2P reflects the proportion of adults working full time for an employer relative to the entire population, Gallup's U.S. unemployment rate reflects the proportion of adults in the workforce – all those working or seeking work – who are not working, but would like to be. Nationally, the U.S. averaged 6.9 percent unemployment in 2014. Gallup's calculation of unemployment mirrors that used by the government's Bureau of Labor Statistics (BLS) but still differs from it in several ways, including that Gallup's measure is not seasonally adjusted.

Five of the top 10 MSAs for P2P also

rank in the 10 lowest MSAs for unemployment in 2014: In addition to Salt Lake City, Austin; Denver; Raleigh, N.C.; and the District of Columbia all make the list. However, Buffalo, N.Y., also makes it, despite being among the bottom 10 MSAs for P2P. Buffalo ranked last among the 50 largest MSAs on workforce participation, at 61.1 percent, compared with 66.7 percent nationally.

Both P2P and unemployment are objective indicators of the employment situation, and as such, there is a great deal of overlap on these two metrics among the best- and worst-performing MSAs. The measures also correspond with the best and worst performers on Gallup's Job Creation Index and Economic Confidence Index, which provide a more attitudinal assessment of an MSA's employment and economic picture. Six of the top 10 MSAs for P2P also rank in the top 10 for economic confidence, and four rank in the top 10 for job creation. Interestingly, Detroit ranks seventh lowest in terms of P2P, but eighth highest for job creation, potentially forecasting an improvement in that employment ranking.

Comparing employment levels among the 50 largest U.S. metropolitan areas in 2014 tells a familiar story. Once again, the biggest factor countering full-time employment is not unemployment but failure to participate in the labor force at all. According to BLS data, labor force participation declined and unemployment rose sharply in the U.S. in the wake of the 2008-2009 recession. Yet both BLS and Gallup data show that while unemployment has fallen consistently in the intervening years, labor force participation remains at historically low levels.

Higher rates of full-time employment translate not just into higher incomes but higher well-being, too. American cities that find ways to mobilize working-age adults provide some of the best opportunities to put more Americans back into quality full-time jobs.

Results for this Gallup poll are based on telephone interviews conducted in 2014, on the Gallup U.S. Daily survey, with a random sample of 353,732 adults, aged 18 and older, living in all 50 U.S. states and the District of Columbia. For results based on the total sample of national adults, the margin of sampling error is  $\pm 1$  percentage point at the 95 percent confidence level. For results based on MSA-level data, the margin of sampling error is no more than  $\pm 3$  percentage points at the 95 percent confidence level. Respondents are assigned to metro area using OMB definitions of metropolitan statistical areas. All reported margins of sampling error include computed design effects for weighting. [www.gallup.com](http://www.gallup.com)



## ●●● television research Technology, it seems, begets technology

### Report looks inside SVOD homes

As the U.S. economy perseveres from recession to potential resurgence, consumers continue to power a growth in subscription-based video on-demand (SVOD) services. And who knows, maybe the extra money lining viewers' pockets is actually helping fuel the steady consumer adoption of these services.

According to Nielsen's recent Total Audience Report, 41 percent of U.S.

homes had access to an SVOD service in fourth-quarter 2014. In terms of race and ethnicity, the multicultural makeup of in SVOD homes is different from other types of homes. For instance, among homes with SVOD, 71 percent of them are white, 12 percent are Hispanic, 10 percent are black and 5 percent are Asian-American. However, that distribution is quite different in homes with no broadband: 56 percent of homes are white, 18 percent are Hispanic, 22 percent are black and only 2 percent are Asian-American.

But money talks – or at least it lets consumers connect with original programming whose characters are doing the talking outside of the linear TV screen. The report found that penetration of both high-speed Internet and SVOD access are strongly income-related. In fact, about 13 percent of homes boast multiple streaming services in their homes and nearly half of homes with SVOD access have a yearly household income of more than \$75,000, while two-thirds of homes without broadband access have annual household incomes of less than \$40,000.

It's not an all-SVOD-or-nothing proposition to homes with these services, however. Actually, it's quite the contrary. "When looking at how homes with access to subscription-based streaming services compare to a typical TV home, homes with broadband and no SVOD – and even homes with no broadband at all – we see that SVOD homes really go 'all in' in terms of the devices that they are using through their traditional televisions," says Dounia Turrill, senior vice president insights, Nielsen. "From DVRs to video game console usage, these homes, perhaps because of their income level, both adopt and rely on these devices at a much higher rate. Technology begets technology."

The report found that homes with subscription streaming services have a both a penchant for TV-connected technology and, perhaps more importantly, display the greatest usage of these devices – nearly 50 minutes

more a day than a typical TV home. Additionally, these homes average 10 more minutes daily watching time-shifted TV and double that in terms of time spent using a multimedia device (such as Apple TV and Roku) than a typical TV home.

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



## ●●● alcoholic beverages Four beer trends for 2015

### Has craft beer lost its edge?

In a recent report, Euromonitor's Senior Alcoholic Drinks Analyst Spiros Malandrakis highlighted four trends to watch related to beer in 2015.

**Peak craft?** This most irreverent of segments, craft beers, is switching its bohemian attire for a smart-casual look as the corporate suits attempt to dress down for the occasion. And it's getting crowded in there. As the explosive adolescent years are now behind and the craft proposition is coming of age, its inevitable convergence with "Big Beer" sets fresh aspirations and challenges. From a dearth of quirky brand names to hop shortages and from improvements in distribution networks, retail policies and lending availability to the widening pitfall of "bandwagon microbrewing" (which led to the inexorable burst of the previous cyclical microbubble of the 1990s), craft is now part of the mainstream as much as the charming outsider.

**Speers:** Partly an accidental offshoot of the craft revolution and

partly a last line of defense for Big Beer fighting off the advancing spirits tide, spirit beers or speers will enter the mainstream and carve their own niche as one of the most prominent flag bearers of hybrid experimentation and the blurring of category lines. From barrel ageing to spirits amalgamation with the common denominator of higher alcohol-by-volume levels, speers will make inroads in both mature and emerging markets fighting in two fronts: against maturity across the west and against cultural traits favoring spirits consumption in markets such as India.

**Flavored, low- and non-alcoholic losing their stigma:** Flirting with the ever-elusive female demographic but increasingly adopting a more gender-neutral positioning, flavored, low- and non-alcoholic alternatives will consolidate and increase their share-of-throat. Demographic forces, legislative changes, lifestyle fads and leaps forward in terms of production techniques will guarantee the impressive performance of the non/low-alcoholic segment in both mature and emerging markets. They will however remain a niche, much like flavored variants that, spearheaded by the radler segment (beer mixed with lemonade), will provide an entry point for the sweeter palates of the Millennial generation while mediating the chronic declines of Big Beer icons.

**Home is the new micro(brewing):** With microbrewers moving confidently center stage, the opening left in the brewing fringes will be covered by mini-scale home production and technological advances streamlining the process. While off-trade home consumption will also remain in focus, the playing field will not be dominated by gimmicky dispensers but rather by the democratization and deconstruction of the brewing process and the social sharing of recipes and ideas. Such ventures bridging technology, brewing and the Internet of Things will account for minute volumes but might well provide inspiration for

the next waves of craft launches. “Coopetition” amongst the small players will remain as paramount as the industry behemoths’ respect towards the heritage of the ones they will inevitably take under their wings. Consistency and quality control on the one hand and clarity in regards to the narrative on the other will be the dual pillars making or breaking the segment. And its inherently disruptive nature should remain in the core of its proposition as radical experimentation, local credentials and independent character will remain the key drivers moving forward.

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



●●● corporate responsibility  
**Women show more concern for corporate citizenship**

Men care too, just not as much

**T**here’s no shortage of research that speaks to the importance of corporate social responsibility, and newer findings confirm the bottom-line benefit for brands that practice what they preach. So if we know that consumers are engaging more with brands that are going green, producing sustainable products and giving back, do we have insight into which causes resonate the

most? And are there discernible preferences between men and women?

The short answer is yes.

Corporate social responsibility, also referred to as corporate citizenship or conscious capitalism, has become a meaningful way brands can differentiate themselves – and a growing base of consumers are clamoring to pay for it. In fact, 55 percent of global respondents in a recent Nielsen survey say they’ll pay extra for products and services from companies that are committed to positive social and environmental impact. And when we look at how the perspectives vary between the sexes, we see that most of the differences show up in the causes that women care about, both in magnitude and ranking.

Data from Nielsen’s 2014 corporate social responsibility survey shows that while concern runs deep for both men and women across a variety of causes, the level of commitment between the sexes shows somewhat different agendas. While this might seem fairly intuitive, the findings show notably different perspectives between men and women when it comes to supporting issues like access to clean water, poverty, animal welfare and gender equality.

Overall, the responses from women suggest that they’re more concerned than men. In fact, across the swath of questions the survey fielded about social causes, there were only four in which men expressed stronger sentiment than women, and those pertained to areas of small business support, education, technology and construction. Comparatively, women appear more invested in more human-oriented causes, such as disease and maternal health.

Even though the sexes are somewhat divided on their level of support to various causes, men and women are very aligned in their overall interest in brands and products that give back. And that interest is rising quickly. In fact, the global average of people who say they’re willing to spend more for

products and services from companies that are committed to positive social and environmental impact increased 5 percent between 2013 and 2014.

But actions speak louder than words, so it's worth pointing out that consumers aren't just paying lip service when it comes to causes they believe in. In the last corporate social responsibility survey, 53 percent of men and 52 percent of women said they had bought at least one product or service because they believed the company is committed to making a positive social and environmental impact. A review of sales trends across 20 brands in nine countries showed that these intentions led to a 5 percent greater rate of sales for companies that communicated their sustainability efforts through marketing programs.

And consumers aren't just acting with their wallets. In many ways,

their consumer behaviors correspond with their general sentiment about making a difference themselves: nearly 50 percent of men and women say they actively engage in volunteer work and/or donate to social causes, and 67 percent say they prefer to work for a company that is committed to positive social and environmental impact.

While it's important to understand how men and women view the world's social issues and causes, women remain the primary decision-makers when shopping is concerned, making it critical for marketers to engage them.

And with that in mind, marketers should review their brand strategies and assess the relevance of their social responsibility efforts – largely because they're so important to consumers, making them essential in today's market rather than a point of differ-

entiation. Key questions include: Are your current connections strong? Are your current connections aligned with those of your desired customers? Are you missing opportunities by having strong connections to causes that aren't known about by consumers?

It's important to note that Nielsen's global survey data is representative of online households rather than total households. This is a nuanced point, but it likely makes the findings that much more relevant when you consider the buying power of the global households that are online vs. those that aren't.

These insights were derived from the Nielsen Global Survey of Corporate Social Responsibility, which polled more than 30,000 consumers in 60 countries throughout Asia-Pacific, Europe, Latin America, the Middle East, Africa and North America.



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## IN FOCUS

# Product and Service Update

●●● sports and leisure research

## Vision Critical kicks off Sports Fan Council

Online community gathers feedback on fan experience

Vision Critical, Vancouver, Canada, is now offering Sports Fan Council, an online community of fans of professional sports. The Sports Fan Council solution is used by teams to capture feedback over time in order to make improvements and enrich the fan experience. The solution is programmed with fan engagement activities and analysis in order to help teams increase fan satisfaction and loyalty, improve ticket sales, maintain and secure corporate and media partnerships and leverage fan creativity to improve existing products and effectively release new ones. The Council provides fan activities and a dialogue with their sports team. Fans will provide feedback on their buying decisions, how much they are willing to spend and their reactions to the experience pre- and post-game. Sports Fan Council is available as an add-on solution to existing Vision

Critical Insight Community customers or as part of a Vision Critical Insight Community offer for new customers. [www.visioncritical.com](http://www.visioncritical.com)

●●● mobile research

## Jibunu aims to improve the respondent experience

Reduce scrolling, simplify grids

Jibunu, a Leominster, Mass., research firm, has introduced RAD JEFF, a combination of “Responsive Design and Jibunu’s Enhanced Features and Functionality,” designed to improve the respondent experience on all devices, increase completion rates and decrease length of interviews. One JEFF enhancement is the reduction of scrolling required by the respondent to answer the standard answer grid. Technology allows the display of one row at a time and an automatic progression through the grid questions as the respondent answers each row. At the same time, the answer row is replicated and moves down the grid as the questions are answered. The button to move to the next page does not appear until all rows are shown and all answers are given. Other improvements include stylized grids using CSS3, with large clickable areas instead of tiny radio buttons or checkboxes, and number-pad activation on mobile devices for numeric questions instead of the standard mobile keyboard.

[www.jibunu.com/services/jeff](http://www.jibunu.com/services/jeff)

●●● shopper insights

## Verve app adds iBeacon technology

Can track in-store behavior, deliver surveys

Apple’s iBeacon technology has been incorporated into the Community Panel member app of London research firm Verve. When a panel member enters a client’s store, their Verve app detects the in-store iBeacons and the member’s location (down to aisle level). This data can then be used to trigger a range of activities such as preloaded surveys on their mobile devices based upon where they are/have been in the store, how long they remained in a given area and the journey they have taken through the store.

As Verve also holds, with clear permission, members’ purchase behavior for many of its retail clients, it is also possible to link the journey taken with actual purchase data. iBeacons use Bluetooth Low Emissions technology to communicate between the Verve app and the iBeacons so that the detriment to battery life associated with GPS technology is no longer a problem.

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

●●● health care research

## Platform monitors social media impact on health care service

Filters conversations by source, language

Media Marketing Research International, Surrey, U.K., and Kloud, a social media marketing firm in Milton Keynes, U.K.,



[quirks.com/articles/2015/20150504.aspx](http://quirks.com/articles/2015/20150504.aspx)

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have partnered to create Brand Data Intelligence (BDI), an online listening and analysis platform. The program is designed to monitor the impact of social media on the reputation of a health care service by filtering conversations on social networks by source, location and language. BDI also allows snippets of the data to be tagged for further analysis of sentiment, allowing accurate interpretation of sarcasm and cultural nuance. [www.mmrinternational.com](http://www.mmrinternational.com)

## ●●● social media research Tool aggregates Facebook user reactions to brands

Data is anonymized but users can't opt out

Facebook, Menlo Park, Calif., has teamed with DataSift, a Reading, U.K., software firm, to provide researchers with a tool to see what Facebook users are saying about events, brands, products and politics. The tool, Pylon for Facebook Topic Data, aggregates and anonymizes the data to ensure that private information is not divulged and customers cannot identify exactly who said what. While companies can already use Facebook's data to target advertising, researchers can now gain insights to develop products or decide which audiences to target. Researchers must provide a specific query about opinions or trends to DataSift, which then runs it against Facebook data and produces a report of anonymized statistical data that matches the query. The process requires that 100 Facebook users match a query for it to be allowed. Currently the service is only available to companies in the U.S. and

U.K. Facebook users do not have the option of opting out of the process. <http://datasift.com/products/pylon-for-facebook-topic-data>

## ●●● the business of research Schlesinger Associates debuts client portal

Tracks study recruitment, progress

Iselin, N.J.-based research firm Schlesinger Associates has completed the development of Client Space, its client portal software. The custom software solution provides clients with on-demand access to their accounts and qualitative data collection projects using a secure dashboard to track various aspects of their account, including active study/recruitment progress, study history and historic data. The portal also allows the client to provide controlled access to study stakeholders and to interact directly. [www.schlesingerassociates.com](http://www.schlesingerassociates.com)

## ●●● Briefly

■ Sisters Kate Buckley and Sarah Buckley Faulkner have joined forces to form The Story Corp, a Cincinnati-based brand story agency. [www.thestorycorp.com](http://www.thestorycorp.com)

■ The ratings of Portland, Ore., researcher Rentrak can now be used as a currency in the Spectra OX Spot and Network platforms of New York-based software firm Mediaocean.

■ Modern Day Scribe, a Springfield, Mass., transcription services company, has been recertified as a Women's Business Enterprise by the Women's Business Enterprise National Council.

■ Focus Crossroads, a qualitative research facility in East Rutherford, N.J., received ISO 20252 Certification for Research Standards and Guidelines from the CASRO (Council of American Survey Research Organizations) Institute for Research Quality.

■ Tremor Video, a New York marketing company, received accreditation from the Media Rating Council for several metrics including its video viewable impression measure.

■ In Regina, Saskatchewan, the University of Regina is constructing a 1,100-square-foot Laboratory for Behavioural Business Research, equipped with multiple cameras to capture the results of tests, interviews and focus groups. The space will be used to simulate retail and casino environments and will provide mobile eye-tracking and physiological equipment such as heart rate monitors.

■ Chute, a San Francisco software company, has introduced Chute Insights, a visual marketing automation platform. Companies can find and organize fan photos and videos shared on Twitter and Instagram and then obtain the owner's consent to publish them. The process allows companies to track influencer content and filter the materials to check consumer sentiment, purchase intent and trends. [www.getchute.com](http://www.getchute.com)

■ San Francisco-based mobile marketing and analytics firm Upsight has expanded its Upsight Marketing platform, which processes billions of data points per month to help businesses understand user behavior and create targeted campaigns. The new platform also offers data visualizations to illustrate user relationships and provides user insights to build campaigns across multiple apps. [www.upsight.com/marketing](http://www.upsight.com/marketing)

■ Consumer Opinion Services has opened a 1,500-square-foot focus group



facility at its headquarters in Lloyd Center, Portland, Ore.

■ Springleap, a Cape Town, South Africa, researcher, has launched a creative insights division, using crowd-sourced feedback to provide insights on local markets. Springleap also introduced the South African Trend Report, a monthly syndicated summary of marketing and brand activity. [www.springleap.com](http://www.springleap.com)

■ Reston, Va., researcher comScore has introduced its comScore Mobile Metrix program in the U.K., replacing GSMA MMM in providing mobile audience measurement. Mobile Metrix utilizes comScore's Unified Digital Measurement for smartphones and tablets. It will combine passive on-device measurement via mobile panels with census-level data to measure mobile media use across apps and browsers. [www.comscore.com](http://www.comscore.com)

■ In London, TNS has launched a mini crowdsourcing tool, ThinkTank, to enable companies to interact with a select group of consumers, carefully chosen to be savvy, connected and future-oriented. ThinkTank will be backed up with analysis from TNS qualitative staff. [www.tnsglobal.com](http://www.tnsglobal.com)

■ Close on the heels of the Apple Watch release, London digital research agency Clicked now offers a wearable technol-

ogy tracking study covering the U.K. market. It will track U.K. ownership and interest in smartwatches, fitness trackers, smartglasses and other wearables. Syndicated members will be able to tailor content to meet their own category and interests. [www.clicked-research.co.uk](http://www.clicked-research.co.uk)

■ New York-based appFigures, a mobile app performance firm, has begun providing analytics data along with other mobile marketing data within the Adobe Analytics platform. <https://appfigures.com>

■ San Francisco technology firm Salesforce has introduced the Marketing Cloud Predictive Decisions tool, which analyzes customer engagement and provides recommended content, products or offers to consumers on a proactive basis. The software combines CRM and marketing data to determine the appropriate content or offer to each individual. [www.salesforce.com/marketing-cloud](http://www.salesforce.com/marketing-cloud)

■ Munich-based wywy has launched its TV Analytics App, which will provide analysis of the effect a TV ad has on Web site traffic. The app can detect TV ads in real-time and imports that information to the Adobe Cloud Marketing Exchange. Because planned airing times can differ from actual airing times, the app's ability to identify the actual airing time is critical for

accurate attribution of ad impact. <http://wywy.com>

■ Pittsburgh research firm CivicScience has updated its InsightStore platform to allow greater control over viewing, analyzing and reporting on consumer research data. Customers will be able to create and apply their own scoring formulas and have more options for custom groupings. Another new feature automatically presents the most statistically-meaningful data between and across all questions. <http://civicscience.com/solutions/competition>

■ San Francisco technology firm Meltwater has introduced a service which monitors and summarizes editorial, blogs and social media postings. It is available in 13 languages and includes features for competitor benchmarking and market tracking. [www.meltwater.com](http://www.meltwater.com)

■ Santa Barbara, Calif., digital marketing software firm PureClick has received Media Rating Council accreditation for its click forensics metrics which determine that traffic is coming from humans rather than bots, validating traffic counts from paid search and display campaigns. The accreditation applies to the company's IAB Valid Clicks, IAB Valid Clicks Resolved and PureCaptcha confirmed clicks metrics which are used in its PureCaptcha and PureBounce products.

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# Focus group recruiting in the era of big data

| By Robert Horowitz

## snapshot

Robert Horowitz reflects on the role of recruiting in the qualitative process and argues for the value of taking the steps to do it right.

S ometime after the turn of the 20th century, battalions of captivating, resourceful, gregarious entrepreneurs established businesses on which rests the foundation of all marketing research.

At the time, mostly women, who knew how to network before networking had a name, recruited participants for focus groups. Armed with little more than a box of index cards (or notebooks), a rotary phone and practically an oil lamp to light the way, these pioneers understood how to bring people together while navigating complicated priorities. Often empathic, these were emissaries of the research; they were the people who knew people and when asked, they would tell you they had an inherent gift – people would tell them anything.

As the demands of marketing research blossomed the “kitchen table” recruiters were in the background making research happen. With almost no technology beyond the phone and electricity, recruiters and researchers held late-night clandestine street-corner meetings to exchange paperwork. It was expected that recruiting took three to four weeks and changes on the fly were uncommon, as they were almost impossible to navigate.

These days, the work, as always, remains frenetic and dynamic but it feels like we are losing our way. As was the case in many industries, the fax machine changed everything. As if by magic, a widely available, reasonably-priced device sucked in screeners and shot them across the


planet as bits of data one dot at a time. The pace quickened, only to be followed by the advent of e-mail. As fax machines found themselves room in the garage next to the horse and buggy, the speed of fieldwork accelerated exponentially. Technology advances continue to hasten the process but expedience has not altered the axiomatic core of marketing research, which lies within the subtlety of human nature.

In our fervor to win the pitch, get the communication check done or just do the research, there is a presumption within our industry that the complexity of human nature coexists magically with the requisition. Clients rely heavily on technology and micromanagement to implement the matchmaking of respondent to research. The result can be that we fail to remember the consequence of making absurd demands in the field and fail to fully recognize the significance that speed and automation may have on the delicate balance of getting the best recruit.

Worse yet is our clients' attempts to micro-manage the subjective. A thin sample is only as good as the marriage we arrange between respondents and moderator. No algorithm or diminutive particularization of a segmentation will make a quantifiable difference, especially if the respondent is discreditable or the researcher does not connect. Good recruiting is as much of an art as the research itself and great recruiters know not only how to manage expectations but balance the research design with the perfect imperfections of individuality that keep our industry alive. Sagacity does not come from asking a stranger what deceased person they wish to dine with, what can be done with a paper clip



[quirks.com/articles/2015/20150505.aspx](http://quirks.com/articles/2015/20150505.aspx)

A close-up, high-resolution portrait of a man's face, showing his eyes, nose, and mouth. He has a slight smile and is looking directly at the camera. The background is blurred, suggesting an outdoor setting.

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or brick or by requesting they turn the cloud outside their window into a Rorschach test.

It is easy to yield to the temptation of recruiting the masses by means of social media. It is cheap, quick and easy. Blanketing the Internet with the promise of easy money for sharing an opinion builds a database and can produce instant results of professional Craigslist respondents ad nauseam, but to what end?

We have created an industry-culture that demands and expects panels of human beings to be pre-classified into discrete buckets of age, gender, ethnicity, geography and a host of predilections to be at the ready for solving our most complex issues. It is presupposed that panelists be trustworthy, sincere, insightful and not prejudicial or biased. This new paradigm obscures the extraordinary value that transcends ticking off boxes in an algorithm; and dissuades collaboration of shrewd, tenacious, perceptive recruiters who understand the very spirit of the respondents the researchers really want to speak with in the first place.

Time-honored old-fashioned recruiting is falling out of favor because, it is, by its very nature, a highly inefficient practice. It takes an inordinate amount of time to seek out the best respondents. This can also be very expensive to do correctly. High-quality recruiting requires some of the rarest commodities on Earth: time, money and smart, intuitive recruiters with exceptional common sense and creativity.

The cornerstone of superlative qualitative research begins with comprehensive fieldwork. This necessitates highly skilled recruiters who can evaluate and scrutinize often flawed and imperfect human beings across a host of parameters and also consider the research design and objectives throughout the selection process. The best insights universally demand a collaborative sensibility for the research objective to be conscientiously actualized.

Curious by nature, what I have always loved so much about this industry is the heterogeneity of not only the respondents but the clients we serve and the often vigorous nature of the projects on which we facilitate. In response to recent more fiscally conservative times, our firm, a marketing research recruiting and fieldwork agency, has demonstrated to our clients that we can produce a result with intense cost control at a breakneck pace. Because quotas are met, algorithms completed and people turn up, there is a presumption that the research has been dutifully accomplished. I remain unconvinced that the fast-paced, low-cost results outweigh the critically valuable selective insights derived by partnering with the “kitchen table” recruiters. If we are not speaking with the most appropriate – and, by extension, most valuable – respondents, what are we really researching after all?

Our firm has seen substantial changes over the past three decades. Despite the vicissitude of the last few years in marketing research, I am start-

ing to see a shift back to our roots, as clients recognize the ineradicable value of specialized recruiting.

The art of recruiting is like the age-old challenge of matchmaking. Speed-dating, Internet dating sites and advanced algorithms haven't improved the quality of good relationships; good intuitive matchmaking does. The best recruiters balance the research needs and enhance the research, producing better results for clients using time-intensive, intuitive methods of matchmaking.

Big data may efficiently provide the “when, where and how often” of consumer behavior but it will never properly ascertain the passions, motivations and tangible meaning behind people's behavior, which can only be uncovered by thorough, observant research with the correct audience. I look forward to getting back to basics. I embrace being recognized as partner in the process rather than someone who ticks the boxes and fills the seats.

As researchers, we rely on the art of our craft to capture the emotions of human experience. When we lose the perspective that recruiting is the canvas on which the art is displayed, we run the risk of rendering a murky, abstract result, without the form or definition necessary to communicate the sum and substance of what we are trying to uncover. 📌

Robert Horowitz is president of RCHorowitz and Company Inc., a Chester, N.Y., research firm. He can be reached at [rob@rchorowitz.com](mailto:rob@rchorowitz.com).

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# Using quantitative lenses to view Web site user activity

| By Tim Rotolo



## snapshot

A look at the system usability scale and other quantitative methods of measuring users' assessments of Web sites.

**H**ow does your Web site perform among your target audience? For online sellers, this is critical knowledge for converting site visitors into paying customers. Finding out where target users become confused or frustrated or run into problems allows businesses to tweak – or totally revamp – their Web sites to suit these users' experiences and expectations.

An equally important, if more elusive, question is: How does your site perform compared to your primary competitors? No site operates in a vacuum and to achieve the greatest success, your testing and research strategies must reflect this.

The methods for getting answers to these queries have undergone a great deal of development and sophistication in recent years. The usability industry has seen the rise of companies offering on-site usability testing, remote user testing, moderated testing, unmoderated testing and every other permutation and possibility. Many large companies have built internal user experience departments to research and craft the optimal design for their site.

Across the board, traditional methods of gathering usability information have been strictly qualitative. User testing in all its forms, plus older methods like focus groups, offer user opinions on what they like and

what they don't, what they think is confusing and what they wanted but didn't see on the Web site. It's a deeply subjective field.

There is certainly much to learn about your site from subjective, qualitative feedback. But zooming in on usability with just one kind of perspective is like looking through only one lens of a pair of binoculars. There is no quantitative complement to put feedback into context and to fill out the picture, nothing to give depth and texture to the one-dimensional information gleaned.

## Hard to know

It's not just that there's a dimension missing. For the competitive-minded business, it's hard to compare your performance to competitors without standardized, quantified data. Qualitative feedback is useful for comparing the specific features or interactions that do or do not exist on various sites, but how much, numerically, do those features matter? It's hard to know what the components of a user experience add up to without a way to measure that experience.

Thus we have seen the emergence of a trend toward hybrid qualitative and quantitative models for understanding usability. One metric called SUS, or the system usability scale, has been increasingly adopted as a complement to qualitative Web site feedback; the "quick and dirty" 10-item questionnaire has been around for decades and now its advantages as a tech-agnostic, open-source, easy-to-implement tool are being leveraged

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SUS is popular for its simplicity: it is comprised of five positive and five negative statements concerning internal consistency and ease of use, to which users respond on a five-point Likert scale ranging from “strongly agree” to “strongly disagree.” When the responses are regularized and tallied together, the resulting number is a score between 0 and 100 representing the user’s total satisfaction with the system. Then, with access to a database of other Web sites’ SUS scores, this number can easily be converted into a percentile ranking reflecting site performance relative to the broader Web community.

Other quantification tools, such as the Software Usability Measurement Inventory (SUMI), the Website Analysis and Measurement Inventory (WAMMI) and more, work in a similar way. These alternatives consist of a greater number of questions and more exclusively target online systems, in contrast to the technology-agnostic SUS. These offer a trade-off between precision and simplicity and are also not open-source.

### Breaking things down

A usability metric that’s a bit different from SUS, SUMI and WAMMI is the single-ease question, or SEQ. Rather than quantifying overall system usability, the SEQ focuses on measuring usability by task; so, in a task-based user test, the user is prompted to rate from 1 to 7 how easy or difficult each task was upon its completion.

The advantage of the SEQ is that it allows the researcher to quantitatively map the user’s journey, so that spikes in difficulty stand out clearly as the user progresses through a Web site. Since each number is generated in reference to the difficulty of the tasks coming before, every user’s map shows an internally reliable chart of comparative usability at different junctures on the site, adding a valuable layer of information and depth to more general usability metrics; whereas SUS and other scoring systems enable numeric comparison of user-friendliness between sites, the SEQ allows numeric comparison of the severity of various usability problems within the same site.

### The power of quantification

The cold absoluteness of numbers, especially those generated by the user and not the researcher, make it that much harder to let your own biases and blind spots skew and misrepresent the truths contained within your user feedback. With quantitative data, the researcher need not shoulder sole responsibility for determining which problems are more or less important, which ones need fixing or are simply anomalies to be written off. Such choices can be tricky, particularly because the same feature that frustrates one user may draw admiration from another. Numbers to weigh the options allow a more informed and objective decision.

Quantitative data can also be used to demonstrate to stakeholders the need to prioritize and act on usability issues – especially when that data bears on relative performance compared to major competitors. Numbers aren’t subjective like expert opinions or user attitudes; they are harder to discount, easier to act on and add urgency and convincing power. Those can be important assets when you need to sell higher-ups on the value of user research and Web site fixes.

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### Surge ahead of competitors

With the growth of the user experience industry, there has been an explosion in usability research methods and techniques. The next step is to fine-tune those techniques and combine them smartly to understand Web design in a holistic, multidimensional sense. As hybrid models of user research are developed that incorporate both traditional qualitative methods and newer quantitative ones, the opportunity to surge ahead of competitors in appealing to the target audience will lie with the companies who choose to use them. ①

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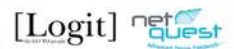


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●●● working with data

# A framework for action

Using the ICSAR Model to improve data use in business decisions

| By Chris Dowsett



## snapshot

Chris Dowsett explores the ICSAR Model, an open-source tool for helping organizations apply a process for building insights into their decision-making processes.

The growth of business intelligence, analytics and new research methods has created an environment where business leaders are inundated with an increasing number of data sources. This presents businesses with a lucrative opportunity as well as a functional challenge. Business leaders have unprecedented access to customer and market information but are struggling to avoid data paralysis, overcome data silos and maximize their investments in measurement.

There is a well-documented case for investment in new data sources such as big data, analytics, data science, text analytics and neuroscience alongside more entrenched intelligence-generating programs like market research. Studies by McKinsey have shown the financial benefit to organizations that invest in their research and data insights programs. For example, in 2011 McKinsey estimated that retail services companies could increase their operating margins by 60 percent through exploring data insights.

However, measurement frameworks and processes for integrating these new areas of insight have been missing from the conversation. Organizations may be armed with more data insights but recent research shows business leaders are struggling to integrate that knowledge into business processes. Only recently have industry commentators started to talk about the need to invest in management processes alongside research and analytics growth. *Harvard Business Review*, for example, recently published an article about the need for businesses to change their management style to better include data insights in decision-making.

Over the last three years, I've been working on a doctorate-level research project to understand how business leaders use data. Feedback collection involved speaking with hundreds of business leaders at director level and above. The research shows that leaders need a structured process to incorporate holistic data insights into business projects.

In this article, I introduce the new ICSAR Model for data use that came



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## Four types of influence

I identified four types of influence involved when data is used in business activities from the research. These are:

1. Organizational demographics and goals
2. Project-specific goals and attributes
3. Personal research and experience
4. Time-based requirements

### Organizational demographics and goals

A number of studies including my own have found evidence that the type of organization and the culture has a large influence on how analytics and market research is used. For example, Bednall and Valos (2005) found that Defender organizations were more likely to use confirmatory research to justify existing programs while more entrepreneurial Prospector organizations were more likely to use research to look for emerging trends. Organizational makeup can favor some data sources while limiting others even if another data source would be more useful.

### Project-specific goals and attributes

I found that the type of project influenced the type of data used. In one sense this is good because insights are tailored to the project at hand but my research also shows there is a lack of triangulation across data sources and a lack of holistic approaches to program measurement. For example, there was a digital marketing program relying solely on digital analytics while one respondent talked about a customer service enhancement relying only on qualitative feedback. A more holistic approach might include qualitative feedback on the digital content alongside analytics to measure the overall effectiveness of the digital marketing.

### Personal research and experience with data

Simply put, a business leader is more likely to give more weight and place higher value on familiar data sources. This means newer data sources or potentially more accurate data sources may be sidelined. For example, business leaders at Intuit struggled to incorporate social media feedback into customer care and product development. Survey respondents also noted challenges with getting business leaders to include newer data sources.

### Time-based requirements

This is an area that is well covered in market research journals and will continue to be important as business inches closer to real-time decision-making. Once again, more accurate data sources may not be used when other data sources are available that can be accessed more quickly.

out of this research. The ICSAR Model is a framework that provides business leaders with a structure to build insights into their decision-making process. It draws on disciplines such as design thinking and business analysis to provide a simple but flexible framework that can be applied to business areas across everything from small projects to large, complex structures. The ICSAR Model is completely free to use under the Creative Commons (NC) License and I hope to keep improving the model based on user feedback as a form of open-source model.

## Across several phases

The research into data use by senior business leaders involved collecting feedback across several phases as part an exploratory approach to the topic.

The first phase involved looking at existing literature and news articles to understand the factors that influence the value placed on different sources of market research data. From there I interviewed a number of senior business leaders ranging from directors to C-level executives including CEOs. I asked questions around how they used data, what data they regularly used and why. The questions covered all data sources and provided foundational insight that helped inform a follow-up survey of senior business leaders.

The survey was designed to look holistically at what data was used, how senior business leaders interacted with analytics and insights teams, how business leaders applied different data sources to decision-making and to understand how different types of communication influenced the way data was used.

The final phase involved conducting an in-depth case study with Intuit's Small Business Group, responsible for the QuickBooks software product. The case study focused specifically on how business leaders at Intuit used social media data as part of their business intelligence work. I wanted to investigate how a newer data source like social media was being integrated into business feedback.

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While undertaking the research with the senior business leaders, it was clear that there are barriers that prevent better use of different data sources. However there are discrepancies around the awareness that business leaders have about these. Some explicitly commented on barriers in their organizations while others seemed unaware of any challenges or influences. This may mean that a business leader thinks they are using data insights comprehensively yet won't be aware of potential biases.

Intuit's Small Business Group is just one example of an organization that has made significant investments in analytics and research. However their investment in this area isn't being fully realized because they do not have management structures in place to manage both the growing number of data sources and the influences on senior business leaders.

Many organizations face challenges in this area. There is a growing variety of data sources for business teams to manage and four influences that impact how data is used in business decisions. The research shows there is an opportunity area for organizational development by implementing a process like the ICSAR Model.

ICSAR was created to encourage a holistic approach to using data and minimize the four influences by providing a framework for senior business leaders at organizations like Intuit and others. The model supports senior business leaders by providing a step-by-step framework for incorporating data insights into business activities and circumvent the influences outlined above.

The ICSAR Model is based on five steps. Each step includes inputs and actions – both of which are crucial to encouraging more holistic data use. The name ICSAR relates to each step in the model and these are briefly outlined here.

### 1. Initial insight

The model begins with an initial insight that starts a new investigation or analysis project. An analyst or researcher, monitoring different data sources and measurement projects, notices a potential change in behavior or a changing trend. For example, a group of customers might complain about a new product feature on social media. The social media monitoring picks up this topic and the analyst or manager begins a project to investigate whether this is an outlier or a bigger problem.

Inputs: Measurement frameworks

and associated measurement programs. A measurement framework clearly outlines what data will be collected, key performance indicators and communication of the insights. They ensure businesses notice changes in their business or customer environment. Some organizations may not have these and will need to set them up.

Actions: Gathering the initial insight from the data.

### 2. Compare with inputs from all data categories to validate

Once the initial insight has been brought to light, the next step in the model is to compare that insight with inputs from each of the data categories. The data categories outlined as part of the model process are: unprompted feedback (e.g., social media comments), behavioral data (e.g., digital analytics) and prompted feedback (e.g., surveys or focus groups). (These categories and more examples can be found in the data categories table accompanying the ICSAR Model.)

The goal of this step is to minimize biases (project, personal or organizational) by encouraging business leaders to triangulate the initial insight with different categories of data inputs. Using at least one data source from each category in the table ensures that leaders take a more holistic view of the issue.

Inputs: The data categories table and data inputs from each of the three data categories.

Actions: Triangulate the initial insight with at least one data source from each of the three data categories.

### 3. Synthesize findings with existing organizational learning

Once the initial insight has been triangulated with data from each of the three data categories, the next step is to compare the findings with any existing organizational learning or knowledge base. The goal here is twofold: firstly to encourage organizations to properly document the findings from analysis projects; and secondly to ensure organizations continue to expand their knowledge to capture the full value of their research and analytics programs. Many organizations I researched had very poor management of data insights and didn't actively leverage existing knowledge to inform future research. This led to a lot of redundant projects like repetitive A/B tests.

Inputs: Existing organizational learning hubs (if available), internal experts and/or insights library. Some businesses

will need to improve this area and work to implement better central systems of documenting business-wide learning.

**Actions:** Compare the findings with any existing knowledge to leverage existing knowledge and enhance the value of investments in research and analytics.

#### 4. Apply to business area or project

The next step is to apply the new knowledge and insights to the business area or to a project. This can be done as a complete change to the process or as a test-and-learn scenario such as an A/B test. The key here is that the insight moves to being put into action. As the organization prepares to make a change, it's worth being clear about what metrics or methods will be used to evaluate if the change has improved the process.

**Inputs:** Feedback processes for activity improvements are the main input – that is, the process an organization uses for improving areas of the business. For example, a lot of organizations use scrums to build out product features with the engineering team. Others might use a cross-functional task force under a project manager.

**Actions:** Apply the insights to a project or business area and ensure it is measured appropriately to determine success of the change.

#### 5. Review outcomes and list new knowledge

The final step in the ICSAR Model is to review and collate any feedback from the change or improvement. That means asking questions such as: What happened? How did the project perform in terms of its key indicators? Were there other insights gained? This reflection should result in new organizational knowledge, regardless of whether the change was successful.

**Inputs:** Measurement frameworks will be important here to clarify how the project will be evaluated, metrics to be collected, insights from key performance indicators and how the team will communicate findings to the wider organization.

**Actions:** Review the data and research to evaluate the project. List any new knowledge and communicate findings to the wider organization.

### A cyclical process

The ICSAR Model is a cyclical process. This means that once Step 5 is complete, the process starts all over again with the next insight. The cyclical nature of the model means that an organization is continually improving, continually gaining

new insights and capitalizing on investments made in the areas of analytics and research insights.

Want to read more about the ICSAR model and get more in-depth material? Go to [www.designingdata.co](http://www.designingdata.co) where you can get downloads and sign up for e-mail updates about the model. You'll also find a range of free resources including an introduction guide to the model, a guide to creating a measurement framework and the reference guide for the data category table. All of the materials are also free to use under

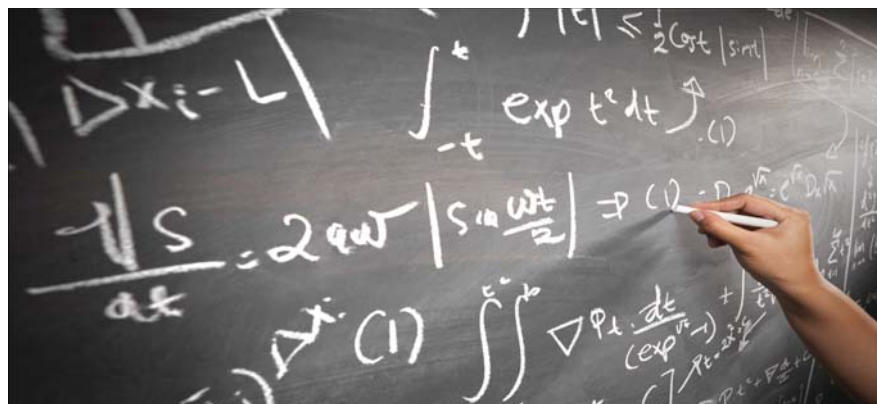
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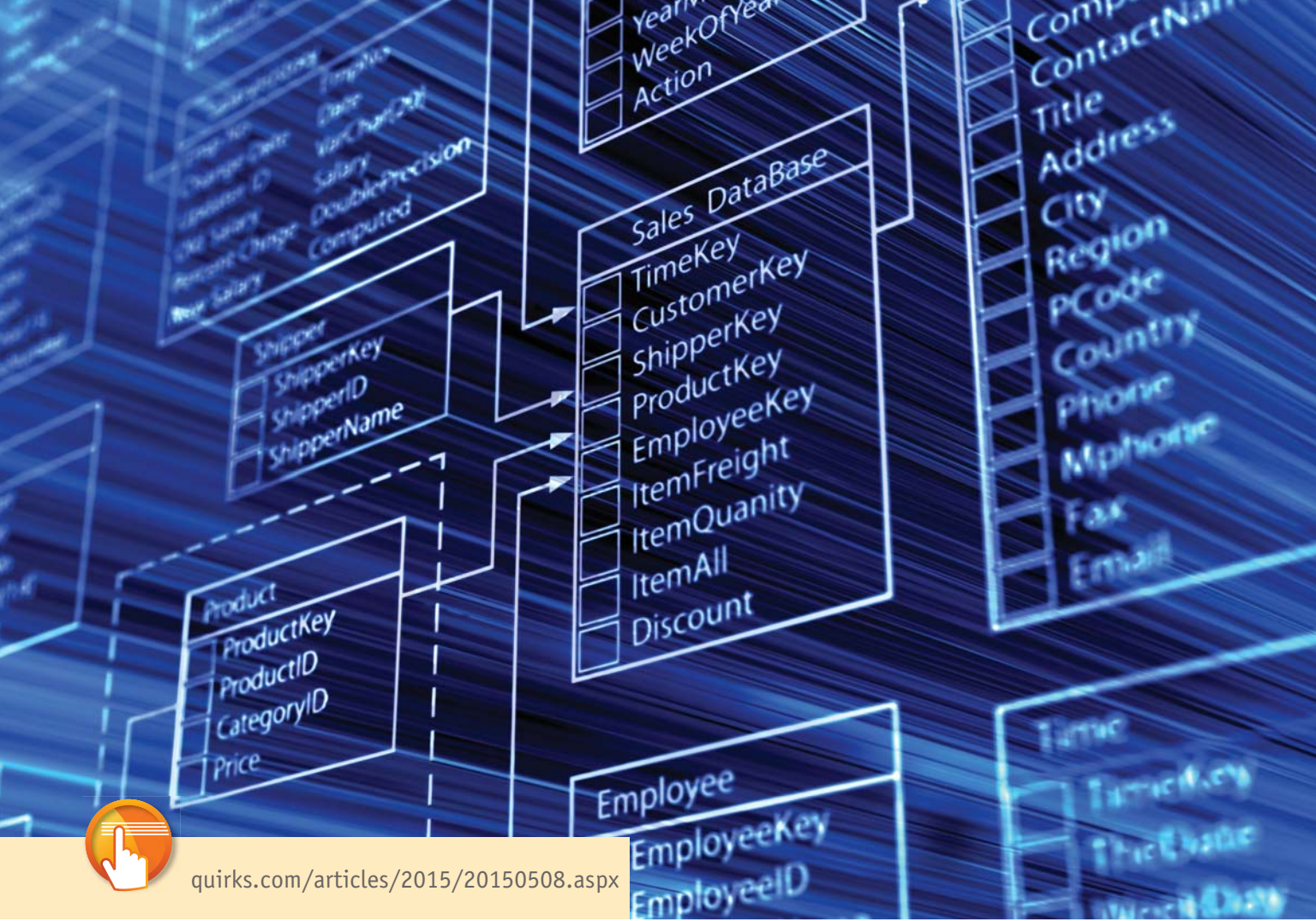
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# Mastering the black art

Empowering decision makers with focused data integration

| By Holly Heline Jarrell and Bitsy Bentley

## snapshot

The authors offer tips for thinking about data integration and explain why communications planning is a key element of any data integration project.

The best practices of data integration can be reduced to a single question – one that precedes any thoughts about fusion techniques, dashboards and sample sources: What problem are you trying to solve?

Nothing could be more elemental and yet we frequently encounter very smart marketers and researchers who have been thanklessly tasked with “making sense of all that data” but who were never told why, for whom or with what goal. Marketers are under pressure to do more with less and to use the data the company has on hand whenever possible. But being frugal is a tactic, not a strategy.

The transition to a world of big data represents a paradigm shift for everyone in marketing, especially market researchers. In the past, marketers asked questions, which researchers turned into survey questionnaires and then answered. In the past, it was clear who “owned” the data; the research supplier collected information, wrote a report

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interpreting the data and handed it off to the researcher client, who might or might not share it with a broad array of internal or external stakeholders.

Today, boatloads of data are accessible without any questions being asked. The formulation of a questionnaire once served as a focusing exercise for all involved but now that focusing must come after the fact. And today, nearly everyone in an organization “owns” (or has access to) some data. To get the big picture of what is going on and where brands should be headed, someone needs to pull all of this information together and make it serve a purpose.

Hence the job of integrating data, a task of huge import that is often handed to researchers who may quickly find themselves out of their depth. Data integration is in many ways a separate science (some might call it a black art) and one that the industry quickly needs to master.

### Curious minds are sorely tempted

The allure of big data is undeniable; curious minds – which marketers and researchers tend to possess – are sorely tempted. The desire to wade in and “noodle around” is powerful and healthy in small doses but without a clear business imperative guiding one’s search, the potential for wasted time and irrelevant conclusions is great.

The fact is, most data does not analyze itself – though some big data practitioners would disagree. The wealth of data that is available today becomes most useful when we focus our efforts around problems and issues that matter to our clients. And that is good news for researchers, because they are desperately needed to point all of this data in useful directions. In some respects, this requires some of the same skills researchers use to design a great questionnaire: focusing on the important questions and issues, creating a hierarchy and making sure that the output will be salient.

But the researcher now needs to be as much a curator of information as a creator. Survey research is still an important element of the data mix; it adds color and homes in on attitudinal and emotional questions that rarely can be found in transactional and passive databases. But researchers need to expand their purview and think bigger and broader.

### Clearly distinct

We see data integration as clearly distinct from insight integration – a process with which many researchers are familiar. In insight integration, we analyze data sets separately and then integrate the results. For example, a researcher may analyze customer satisfaction tracking data, then obtain context from a consumer confidence index, Dow Jones averages, consumer trends and social media analyses. There is often one central piece of research, which is then “enhanced” with information from other sources.

In data integration, we integrate before we analyze. We act as a curator to choose meaningful data streams that should ultimately produce results to help clients make decisions and act on them.

So how do we get our heads around a data integration effort? In some ways, the timeline will be very much like a typical research project, with touchstones such as:

- Defining the business issues. Wisely identifying our clients’ business issues has to be our first priority.
- Choosing your data – which requires that you first identify all your potential data sources, before selecting the streams that are relevant and needed.
- Picking your team – cross-functional is the operative word.
- Pulling it all together – potentially as much an IT challenge as an MR one.
- Bringing it to life – throughout the organization!

During this process, researchers will find there are some unfamiliar people in the room – folks from operations, IT, finance and elsewhere. These people may be so comfortable with their familiar, fairly niche tasks that referring back to broader business goals will require some guidance. So we can add another “C” descriptor to our new role: first curator and now coach.

To help clients home in on the business needs that should drive data integration, some leading questions may come in handy – inquiries like

- How is your company integrating data from different sources right now?
- Who or what are the main forces

driving data integration in your organization?

- What initiatives will need to be informed by this integration project?

We also must carefully identify the data that the client has in hand, as well as important information that may reside elsewhere or need to be developed from scratch. There may be proprietary trackers and sales data available, plus information from syndicated sources. To that we may choose to add more quant and qual data, social media analysis or other new sources. And as a curator, we’ll need to cull down to only relevant streams of data to keep our effort focused on the business issues – and, frankly, useful.

The researcher may need to learn a new vocabulary to stay afloat in this world of data. Key types of information that will crop up repeatedly are:

- Structured – files with data of a known format and placement within the file.
- Unstructured – data with no specific structure applied, often from social media sources.
- Semi-structured – similar to unstructured but with some minimal tagging and analysis.
- Synthesized – information in report format, rather than provided as data.

### Never have imagined using

As we can see, being a good data curator requires a variety of skills that researchers 20 years ago might never have imagined using. How do we bring data from different software and hard drives into one interface? How do we help the call-center manager articulate his or her business challenges and data needs? How do we make the same project serve the CEO, CMO, CTO, CIO and HR director?

In the end, the value of our work will be judged as much by how we communicate our findings as what we find. That is why communications planning needs to be a key element of any data integration project; once we have identified the key information that different stakeholders need, we have to make sure they actually get it – in a form they can understand and at a frequency that makes sense. A CMO may need to see a variety of



metrics only once a month but a restaurant or hotel operator may have to have essential customer satisfaction information delivered in real time or very close to it. These are not separate projects – just different windows on the same data set.

When in doubt, simplicity should be the operative word in data communication. Keep it visual, keep it clean. With so much information at our fingertips, the risk of clutter is palpable, especially for researchers who have grown accustomed to looking at PowerPoint charts where all white space has been filled. We have different clients now, with lower tolerance for complexity and powerful reactions to simple shapes and colors; we need to be sure their first glance at our interface or report does not turn them off to our findings in an instant.

### Feel more confident

We know that an integration project has been successful when our internal clients can say they feel more confident in their decision-making. If we refer back to our touchstone ques-

tion – What problem are you trying to solve? – greater confidence tells us that we found the problem and have helped them solve it. Our insights are not just interesting but actionable. When people fear that there are things they should know but do not, they cannot be confident. But when their needs have been heard and met, they feel complete and strong in our decisions.

Another key element of confidence is trust in the information being used. Managing data quality in an integration project can be tricky, because data integration can be, well, downright messy. It is the responsibility of a good data curator to help clients recognize the ambiguities and inconsistencies that come with data integration and to help them understand that this messiness is okay. Nevertheless, we need to make quality control one of our priorities; we need to keep an eye out for inconsistencies, nonsensical findings, obvious glitches and, of course, response rates and the like where survey research is involved. Where serious issues arise, it is up to the curator (aka researcher) to inject

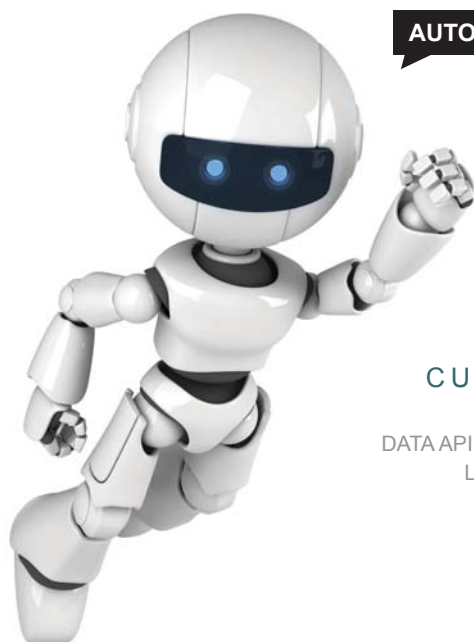
a “proceed with caution” caveat, if not sound an alarm outright.

So how do we round out our portrait of the newly-minted data curator? In the end, the role requires just a few basic skills:

- Collaboration – so that you can leverage the skills of others when you are out of your depth.
- Listening – so you can hear the needs that your efforts must fill.
- Discernment – so you can separate the useful and reliable data from the superfluous and suspect.
- Flexibility – so that you can roll with the punches when things change in an instant.

We welcome all of our trusted market researchers to the new world of data curation! 📌

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# Inspirational stories

4 things qualitative researchers can learn from Humans of New York founder Brandon Stanton

| By Garrett McGuire



## snapshot

Rather than proclaim qualitative dead, the author argues, researchers should invigorate the qualitative interview process by drawing inspiration from sources such as the popular Humans of New York blog.

Brandon Stanton is most known for his photo blog, Humans of New York (HONY), which began in the summer of 2010. The goal, initially, was to create an exhaustive catalogue of New York City's inhabitants by photographing 10,000 New Yorkers and then plotting their pictures on a map. "Somewhere along the way," Stanton admits, "HONY began to take on a much different character."

His blog features people primarily from New York City and brief pieces of conversation that shed incredible light into personal memories, beliefs, attitudes and perceptions. In October of 2013, his first book, *Humans of New York*, was released and quickly became a New York Times bestseller.

(In an interview available on YouTube, Stanton explains to an audience of University College Dublin students how he approaches people on the streets of New York City – no easy task – and gets them to share something about themselves – also no easy task. I hope you have 15 minutes to watch it.)

Today, HONY has over 8 million followers on social media and has been recognized by such news outlets as *The Wall Street Journal*, Associated Press, CBS New York, The Huffington Post and others.

If you are not familiar with HONY, Figures 1 and 2 show sample posts. As shown in figure 1, the story of Vidal Chastanet and his principal, Nadia Lopez, became a national highlight when over 51,000 HONY followers and supporters donated over \$1.4 million dollars to Mott Hall Bridges Academy. The money raised will provide many years of Harvard visits so sixth-grade students of the Brooklyn, N.Y., school can "broaden their horizons and expand their idea of their own potential."

What led the success of this story? Stanton. What's his secret to unlocking suppressed truths in people? He's a stranger to them, no doubt. What can we learn from Stanton, as marketing researchers about human understanding and interviewing?



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## An interest in human understanding

Like many researchers, my accidental induction into the field was initiated by an interest in human understanding and business. I studied people – how life experiences and

memory impact decision-making. I also studied advertising – how human understanding can influence message effectiveness and thereby business strategy. Marketing research is, theoretically, the perfect blend.

I've realized, since then, that we

need to increase the role humanity generally plays in marketing research. I found that a lot (not all) of research was a compilation of data. Data sheets are reviewed and analyzed for similarities, differences and trends. Data is reported and explained the best it can be. Where does the human component fit in?

With help from technology, qualitative research is transforming. Focus groups are still widely leveraged, communities and other online qualitative techniques are helping ascertain value. But it seems that qualitative is still, for the most part, viewed as unreliable. While I'm empathic that businesses need data to make large-scale decisions, I'm hoping we can find common ground that incorporates the human component as well. Humanity.

Part of "rebranding" qualitative research is in how we present the value of human understanding to the business. The value of qualitative is in stories and human emotions that allow executives to understand their target consumer, answering the question "Who is this?" So often, qualitative reports are filled with overall findings and themes or

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Figure 1



an overall summary of the findings. Reviewing the HONY blog, you might realize that there are themes. There are commonalities in fears, aspirations and advice. And, for business, those commonalities could certainly be quantified. The value, however, is in the unique stories and circumstances behind those commonalities. The value is in the individual and we must, then, as researchers, be willing to share the unique stories that get our executives living and feeling like the person behind the number. Empathy.

In reading about Brandon Stanton, I've been reminded that people are first unique before they are similar. I've been reminded that people will share their stories and explain who they are, if you allow them to. But you have to allow them the space and the opportunity to do that. Whether it's about life, or a brand, people are willing to share who they are really – if you're willing to ask.

Our industry needs a new discussion around qualitative research, other than the notion that "qualitative research is dead" or dying, or extinct, or endangered, or whatever. The conversation is boring and it's grown stale. The conversation leaves us defending an age-old application of research instead of reinventing it to meet modern-day

expectations. It has to be faster, it has to be less expensive and it has to reflect the thoughts of more people in more places. It doesn't have to die because it's old. Let's make it new again. Let's bring people to life in research.

Feeling inspired by HONY and Brandon Stanton's mission, I firmly believe there's a lot we can learn a lot about the value of human connection, intimacy and conversation in how we conduct and report our research.

Here are four key tips Stanton's experience can offer us in how we learn about people:

1. Consider one-on-one conversations
2. Start the conversation broadly but not generically
3. Probe on abstract, emotional language to uncover greater detail
4. Don't force responses; if you're not getting what you need, move on

### Consider one-on-one conversations

Stanton seeks people standing alone. Even if they know their personal story will be shared with millions of people all over the world via the HONY blog, people are likely to share intimate details about their life if no one else is around. "They clam up," he tells the Dublin audience.

There has been a lot of discussion in marketing research about the value of focus groups. That's not what this is about. As a former client-side researcher, I understand there is a time and place for group discussion. What we learn from Stanton and his success in curating personal stories is the value of one-on-one discussions as well. Are you doing focus groups because they are the right approach or because they are an efficient alternative? Traditional qualitative research companies are seeing value in one-on-one conversations. Many have expanded their offerings to include one-on-one Webcam interviews, an efficient alternative to groups (if

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one-on-ones are the right approach). Online communities also offer the ability to share things as a group and individually.

Intimacy has been studied and discussed in regards to qualitative research. Vulnerability is an important aspect to qualitative – it's something that quantitative research simply cannot provide. Technology does interfere with intimacy, it's true. In some cases, I would argue, the screen between a respondent and an interviewer provides a stronger sense of security for

the respondent and therefore provides a more intimate engagement. This will alter from research topic to research topic but communication via technology is a widely accepted format.

For some, the value of focus groups is in consensus. Technology is helping marketing research companies conduct one-on-one conversations, either with small sample sizes or very large sample sizes. Text and linguistic analysis tools are helping companies realize the propensity of key ideas and emotions from people all over the world and then delve

back into the personal stories that reflect the overall idea. There are ways to report on individuality and consensus.

Consider your modern-day options for one-on-one interviewing. If you haven't investigated the space lately, I think you'll be surprised.

### Start the discussion broadly but not generically

Of course, moderators won't typically just jump into the research. There's a warm-up period and Stanton reinforces the importance of this step. He quickly introduces himself, establishes credibility and asks a broad but personal question – broad enough to gather a unique answer but personal enough that it opens the opportunity for a deeply personal story from the interviewee, something like "What's something you're really satisfied with right now?"

I've sat through my fair share of focus groups and interviews. The warm-up period can last five minutes, going around asking about what you do, your family, what you enjoy doing as a hobby. I get it. This type of introduction helps respondents relax and get comfortable with the moderator. It helps ease the discomfort with being placed in front of a double-sided mirror. It helps create intimacy with the group.

But imagine the intimacy by starting a conversation the way Stanton starts a conversation: "What are you most optimistic about right now?"

In a recent Inc.com article entitled "How to make small talk way more fun," Jessica Stillman reports on the value of unconventional small talk. She draws insight from Chris Colin and Rob Baedeker, who in a recent TED blog post offered an excerpt of their book *What to Talk About: On a Plane, at a Cocktail Party, in a Tiny Elevator with Your Boss's Boss*. The authors offer two points of advice, one of which includes asking unexpected open-ended questions – "Where are you from?" or "How'd you end up in your line of work?"

Stanton, indirectly, is showing us the value of starting a conversation in a non-generic sort of way. Instead of the normal small talk, consider starting conversations at a more personal and intimate level to achieve deeper and more meaningful research results moving forward.



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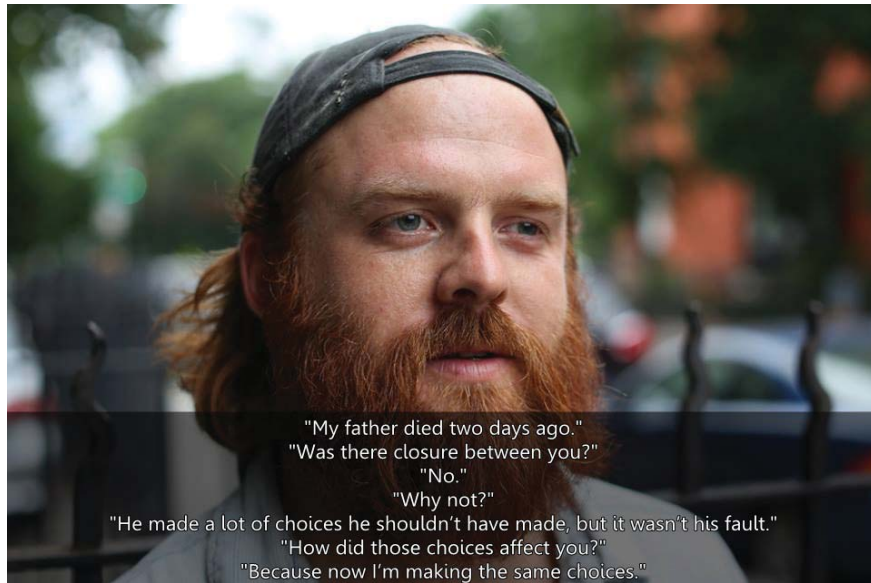
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\*According to the Impulse Survey Guide of Focus Facilities

Figure 2



### Probe on abstract, emotional language to uncover greater detail

Like the readers of the HONY blog, marketing researchers and marketers are interested in humanity. We're interested in each other and our stories so we can understand the world better and more clearly. With storytelling, we find ourselves living, for a moment, as the characters we're reading about and fully understanding their inner selves. As marketers, it helps us communicate more sincerely and more memorably.

Where does the storytelling component of HONY come from? Stanton's brilliance is in his follow-up questions, in which he tailors his questions to get below the surface – to awaken personal history and, thereby, stories.

"What are you most optimistic about right now?"

Follow-up: "Tell me about a time in your life you had a hard time being optimistic."

### Don't force responses; if you're not getting what you need, move on

Move on politely. There are times when a participant passes the recruitment criteria and articulation screener. But then they get there and you realize that they are, in fact, not poised to provide the insight needed for the study. Surprisingly, they are kept in the study: "Perhaps they'll give something we can use..."

Stanton recognizes after a few questions if a person will add to his cause – or not. If he's unsuccessful in getting them to share personal details, he thanks them

for their time and moves on.

There is a lot of focus in cleaning quantitative data but in a qualitative setting, where the depth really matters, there seems to be less restriction. This is primarily driven by the traditional nature of qualitative research in which a set number of respondents are chosen to show up at a specified location in one week. To find new people who meet the specified target, on the fly, is nearly impossible. Over-recruiting for a focus group or shop-along is normal but typically only employed if someone from the core recruitment list doesn't show up.

Again, this is where advances in technology have improved the potential

for qualitative research. Finding respondents is much quicker in an online setting. If the interview doesn't go well or they aren't giving great information, the interview can be scrubbed from the final analysis.

### Advancing the perceived value

So what's the point? Qualitative research is far from perfect. Instead of talking about how the method is "dead" or "dying" we need to brainstorm solutions for advancing the perceived value in our research strategies. There is value in conversation. Stanton teaches us that. He teaches us that personal stories and connection are the link to human understanding and empathy. If your research connects your CMO and agency to your target audience in this way, your marketing will be more meaningful and impactful. Instead of hitting on functional benefits, your marketing will speak to people at an emotional level.

While it's easy to find faults in traditional qualitative research, I challenge you to join me in finding solutions for advancing the method to meet modern-day needs. I challenge you to try new things and talk about them. Share your experiences. There is absolutely no better time to advance the field than now. <sup>1</sup>

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# Put yourself in her shoes

Ethnography, empathy and thoughts about shopping

| By Tanya Krim



## snapshot

An impromptu day out with a friend battling cancer led the author to consider the value of empathy in the retail setting.

I'm in my fun forties so I've been around a while. But in all my 40-something years, I have never seen a movie at 10:30 on a Wednesday morning. I don't "do" movies in the day as I am usually busy working on a research project or running someplace for work or on an errand related to the well-being of my teens. Movies, for me, are associated with a relaxing evening, an entertaining treat that comes at the end of a frenetic day or during a weekend.

But one Wednesday last summer, my friend Rachel, who has been subjected to eight surgeries in the past 18 months because of breast cancer and complications resulting from it, expressed the desire to go see a movie at 10:30 a.m.

Rachel has suffered so much in the past year and a half, specifically in the four weeks when the MRSA infection in her left breast's saline implant necessitated its removal at least for the foreseeable future. It might be "just" months of walking around lopsided but it might be longer than that. If the surgeon can't fix it, Rachel is contemplating having to also remove the saline implant on the other side so that she doesn't look imbalanced.

The excruciating details of her ordeal left her depressed and in need of a kind ear. Given the fact that I have unfortunately honed my auditory and empathic skills with other breast cancer-inflicted friends and also interviewed many breast cancer survivors in my role as a qualitative researcher, I have been there for her, checking in daily several times when the going gets especially tough.

My close contact with her meant that, when she texted me to ask me to join her at the 10:30 a.m. movie, I felt compelled to put my life and work responsibilities on hold and march into the AMC theater near us with her.

It meant that I only sneaked a peek at my e-mails on my cellphone once or twice over what became an unexpectedly five-hour morning-early afternoon experience.

As I looked around the theater to see who else was attending this morning movie, I saw some single women of a certain age and some senior citizens. I started manufactur-



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ing stories to myself about why this individual was here at this time of day alone versus the other.

And then I stopped myself. Twenty-four years as a qualitative researcher has taught me that most people are onions, comprised of multiple layers, and it is only once you take the time to converse with them that you learn what is going on beneath these layers.

This layer concept was, of course, top-of-mind for me on a literal level with Rachel because of her conversations with me about her butchered chest. She had expressed her concern about wearing layers of clothing to conceal the fact that she was currently sporting only one saline implant. Her other side was flat.

The highly enjoyable movie was a cute, lighthearted piece of messaging about girl power and, fortunately, did not contain any potentially emotive cancer/disease references, although one of the movies featured in the previews touched on something like this – which Rachel noted with a dark comment. I instantly prayed that our movie would be upbeat and happy.

### The power of retail therapy

After the movie, I was glad when she suggested doing a little shopping before her 3 p.m. meeting with the plastic surgeon. To me, this indicated that her depression was lifting – at least temporarily. She also started talking about the power of retail therapy, which reinforced my impression that she was having a “decent” day.

We ambled into Macy’s shoe department as she had confessed to having a thing for shoes and announced that she would love to look around there. My instant hunch was that shoes felt like “safe” products to shop for as her feet were unscathed by her breast cancer experience. I relished the prospect of her being able to feel whole and normal during her hunt for a pair of shoes. I realized that she would not have to be anxious about whether they would look OK on her feet – she had made reference to me the previous week about how difficult it now was for her to shop for tops because she did not look “normal.”

Once she had circled the shoe department, assessed what was currently en vogue and not fallen in love with any particular pair, I cautiously inquired

whether she might like to rummage around in the clothing department.

The inquiry was cautious, I realized, because I was wearing my friend hat as well as that of a perceptive qualitative researcher with years of experience conducting in-store ethnographic studies with consumers. Time had taught me that it is always essential to listen, to wait for revealing cues about when to probe about something and when to wait for the respondent to volunteer the information at their own pace.

Rachel responded to the question affirmatively and enthusiastically and we headed to the clothing department. Shirts, she said, were what she wanted, as she thought that if she had some new ones, she would feel happier, fresher and less focused on her condition. A new item or two might help her begin to heal from the loss of her left saline implant and the resultant overwhelming self-consciousness.

I walked behind her gingerly, watching her every move, silent. In spite of the fact that I had branded this day “morning movie, out of the office, friendship hat day,” the ethnographic researcher in me appeared to be out in full force – although, at this point, I was in denial of it.

I watched as she fingered certain items of clothing, observing her facial gestures and color/style preferences while feigning interest in clothing for myself nearby. I listened for remarks about the merchandise she was touching and soon began to understand which features she was looking for in a shirt given her current absent left-breast implant.

She didn’t want clingy styles or material. She didn’t like horizontal stripes as these were too fattening. She didn’t want a short shirt that would end too midriff as this might potentially reveal too much of the breast area she was trying to conceal. She wanted a loose, peasant-style kind of thing or a longer, looser cardigan-like number under which she could place a tank. She gravitated to bold colors – pinks, turquoises and royal blues rather than oranges and yellows which did not suit her skin tone; whites and creams were also acceptable. Buttons worked if they came up high enough. Too wide a shirt/top was unacceptable as it felt sexless; then again, too narrow was

problematic as it was likely to trigger greater self-consciousness.

As I saw the items to which she was gravitated, I pulled out a few which I thought might appeal to her. I softly asked “How about this?” and either handed it to her to add to her try-on pile or quickly placed it back in its home.

Rachel’s mood lifted as she strolled among the different brand sections in the store. Her tonality changed; there was more bounce in it and this was matched by a sprightlier, more dance-y spring in her step. She appeared to be suspending – at least temporarily – the traumatized breast cancer victim emotions and entering into the more pleasurable shopping zone “regular woman” field of emotions. She was snatching back some moments of joy, seizing some primal female retail happy moments, emerging from the oceans of tears and weeks of black despair into a sunnier landscape with azure seas, bright lights and happy sounds.

After about 30 minutes of immersion in the clothing department, leaving no shirt unturned, she entered a fitting room with about eight shirts. I allowed her her privacy and took a pew in the waiting area rather than doing what we women do so often when shopping with each other – talking through the fitting room cubicles about how the clothing looks, joking about how an item accentuates a certain body part, identifying the items which are cute/sexy/working and would match this pair of pants/skirt as appropriate.

I knew that this female consumer needed to be left in the fitting room to confront her reality alone. Her shopping experience at this point could not be comparable to those of most other women in the fitting rooms as she probably could not avoid looking at her scarred chest and/or was just choosing to close her eyes when putting on her shirt. How awful to feel overwhelmed by one’s blemishes and to have the need to look away from one’s own body.

### A lesson for me

I recognized that this retail experience was therapy for her and a lesson for me in empathy as I needed to be warm and caring, yet respect her feelings and her choices by not asking too many questions about what she wanted or rejected. I didn’t need to probe and

dissect. This was not the shopping trip where Woman 1 says to Woman 2 “Try it on for me again and I’ll tell you what I think.” No. This trip called for sensitivity and tact. I sat there, wondering how she would emerge from the fitting room. Would she feel the joy of having found an attractive item and/or would the reflection she had seen in the mirror cause her mood to take a dive? Would the lighthearted movie morning now move into a darker space?

Of course I was hoping that she would find something that fit well

and made her smile but I did not know for certain if this would be the case. She finally emerged from the fitting room with two white shirts – one for her and one for her 20-year-old daughter who had been incredibly supportive to her over the past 18 months and especially over the past torturous month. Her face communicated a blend of sadness, frustration and resignation rather than the satisfaction of having unearthed an exciting and desirable item of clothing.

How I wished that Harry Potter or

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Hermione Granger had been around to ensure that she could have left that fitting room with an armful of shirts which would have elicited a huge, bright smile and retail satisfaction glow.

We spent a little more time shopping and then did Starbucks – much the same as I surmised many other female friendship pairs in the mall were doing.

### Multiple thoughts

We sat for a while and then headed back to the parking lot. As I was walking around the mall with her, multiple thoughts crowded into my brain: Were there other female friendship pairs in the mall in the same boat – one trying to perk up the other? Did our mall companions see that a heroine was walking next to me? Did they see that Rachel – mom, daughter, sister, friend – was trying to have a “regular” day and triumph in spite of her situation? In spite of the trauma of walking around feeling ugly and defective? Did they wonder, the way I did, how she (and millions of other women) could be courageous enough to go shopping the

same way as the other women who have two of their own breasts?

Did any of the sales assistants or other shoppers realize what issues Rachel now had to deal with going shopping? Could they begin to understand that the merchandise on display might be assessed by her with a different set of eyes and needs? Did they guess that this woman felt deformed and was looking for some pretty shirts/tops which might restore some much-needed self-esteem?

Did anyone offer her some real help while she was shopping? Not that I saw. And if they had, would they have been trained to imagine that a woman shopping in their department might be looking for a line of “restore-my-self-esteem-and-image shirts”? I was pretty sure that I had not seen any signage for a department carrying those shirts.

I dropped Rachel off at her home in time for her to prepare herself for her next plastic surgeon visit to assess how the implant-free left breast was draining the fluid from her most recent infection.

My takeaways from my mid-morning moviegoing, non-office day were that:

- I had done a full and satisfying day’s work. The mid-morning movie had been a vehicle which provided a wonderful window into another person’s courage in the face of a harsh reality. It was just as busy and exhausting a day as if I had been in the office. And I had, unexpectedly, collected some rich insights about customer service in the process.
- The feel-good payment received from having another suffering human being want to spend time and share their emotions with you is far more valuable than any paycheck. Maybe corporations should institute a flexible “Do a Good Deed Day.” Employees could choose the day on which to volunteer and could select the deed that speaks most to their heart. It might be visiting an old person in a care facility, taking a sick friend to a movie, cleaning up a local park or rebuilding a home destroyed in a tornado. The possibilities are endless.
- There is a huge opportunity for



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retailers to truly take empathic customer service to the next level. All salespeople need to be trained to use their heart as well as their eyes when approaching customers. Currently, most of them don't.

Having a sales assistant reach out and "handle" Rachel's "situation" in a humane, warm fashion would have gone a long way to making the store trip memorable in a positive way regardless of whether a purchase was made or not.

Sales assistant training across the board but perhaps especially in clothing departments should emphasize that: the in-going assumption should be that every customer has a story to tell; many customers are burdened by a harsh reality which impacts their shopping behavior – even if this might not be apparent immediately; the goal should be to dial up the empathy quotient and connect in a humane way which enables a big secret-keeper such as Rachel to share her secret so that she leaves the store as an extremely satisfied customer either with merchandise or without.

- It is time for senior management to think outside the box and maybe step away from their offices and laptops and walk around other locales to observe and experience some of their key target audience segments' realities.

The first stop for clothing retailers' senior management might be doctors' offices – oncologists, plastic surgeons or hospitals dealing with breast cancer patients/survivors or psychologists' offices. It is here that the stark truths and shades of the human experience landscape are powerfully visible. Once seen, the brutal reality and raw emotion is never forgotten.

And it is this deeply emotive human condition/truth which needs to be communicated from the top down in our corporations. Sales assistants everywhere (but I am focusing on clothing retailers because of my day with Rachel) need to be fully armed with this information and have to value and want to deliver on superior caring, empathic customer service. Because a lot of their customers are paddling like mad to stay afloat.


One kind word, one warm smile, one

genuine offer to walk around and help them find some items means the world to them. It makes them feel valued first and foremost as a human being.

And, yes, from a business perspective, it might also well mean repeat business.

- Customers are more likely to return to the store and repurchase if they have received higher-level, high-touch customer service. If the customer has had a deeply emotionally satisfying interaction with a sales assistant, she is more likely to return

to the store even if the prior trip did not end with a purchase because the store is now associated with warmth, friendliness and sincerity.

- Last but not least, there is an opportunity to create a new product line of attractive shirts/tops which target women suffering from breast cancer-related issues. 

Tanya Krim is the founder and principal of TKInsights LLC, a Teaneck, N.J., research firm. She can be reached at [tanya@tkinsights.com](mailto:tanya@tkinsights.com).

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●●● lgbt research

# 'I don't see me in these ads!'

How to engage LGBT consumers in marketing communications

| By Curt Fedder



## snapshot

Findings from a qualitative study of ads aimed at LGBT consumers show brands the types of messages that resonate – and fall flat – with this high-spending audience.

**M**arketing and advertising to lesbian, gay, bisexual and transgender (LGBT) consumers continues to rise. An extremely desirable niche target for marketing organizations, LGBT purchasing power is estimated to be in excess of \$835 billion, according to a 2013 American Marketing Association report. It's critical that marketing organizations communicate with LGBT consumers in a manner that acknowledges their unique characteristics but also reflects effective marketing strategy and communications so that brands can create affinity and loyalty among this powerful segment.

Our firm, a Chicago-based market research consultancy, recently completed a qualitative research study with the objective of developing suggestions on how to create effective marketing communications with LGBT consumers.

Twenty LGBT consumers were exposed to a variety of LGBT ads in a series of in-depth interviews conducted in Chicago in July 2014. Through discussion, several elements were identified as being particularly effective when trying to engage, motivate and communicate with LGBT consumers.

**There's genuine excitement about the presence of LGBT ads.** LGBT participants admire the fact that national brands are taking note of the role LGBT consumers play. Comments to this effect included:

*"We buy their products ... we use their brands ... they should notice us!"*

*"I feel good when seeing myself in ads ... I'm a bit older and this never happened when I was first coming out. But now I see myself in a lot of places and it just feels good."*

*"With all the negative attention gays tend to get, it's nice to see us shown in everyday situations, like real people with jobs and responsibilities."*

**Some brands were recognized as being longtime advertisers, while others were "new to the party."** LGBT consumers identified several advertisers who were more entrenched



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in the LGBT community because they showed interest and support long before others did. For the newer advertisers, being a relatively recent entrant was seen as neither good nor bad. The majority of participants are glad to see companies recognizing the importance of the LGBT community.

But, participants suggest that advertisers must show genuine interest and not appear opportunistic in any way. To avoid any hint of this, advertisers should do something to “give back to the community by sponsoring or supporting LGBT events” (particularly charity events), youth groups or community centers. A great example of this is a Wells Fargo ad related to the Gay, Lesbian and Straight Education Network’s (GLSEN) anti-bullying project. It uses the GLSEN endorsement to add credibility to the brand’s recent presence in the LGBT community while supporting an important initiative.

**Ads in which LGBT content doesn’t overwhelm the brand story are highly effective.** While LGBT consumers are excited to see LGBT advertising, LGBT content can overshadow the brand message. When asked about the intent of LGBT ads many felt the brands were trying to show “support for the community.” Compared to testing general-market advertising, the advertising message seems to be secondary and sometimes lost. Most participants react to the ad first and not to the brand message. Advertisers need to balance LGBT content and the brand message.

**Ads that demonstrate a strong link between LGBT interests and the brand promise are motivating.** AT&T was cited for successfully demonstrating a strong connection between LGBT interests and the AT&T brand message based on a series of print ads. Each ad, while focusing on different product benefits of the AT&T experience, depicts activities of high interest to the LGBT consumer: enhanced music listening, photo-taking, LGBT families and social-networking on AT&T Live Proud.

The situations depicted and the interaction between the characters support the product benefit in way that is realistic and natural. As one

respondent commented, referring to the photo-oriented ad, “It seems like something I would do with my boyfriend. We’re always taking selfies and posting them on Facebook.”

**Ads that are obviously unique to the LGBT community are highly appealing.** LGBT consumers dislike ads in which it’s obvious that advertisers have substituted actors or copy used in general-market ads to make the ads “LGBT-friendly.” A Lexus ad was cited in which there was no evidence of it being an LGBT ad other than a subtle visual mention of the Human Rights Campaign. This is not as effective as an ad designed specifically for LGBT consumers.

Similarly, LGBT consumers dislike when images of gay men and women have been switched out in the same ad. This is not as effective as an ad designed specifically for each gender. For example, Allstate ran ads on subway platforms depicting gay couples walking down the street holding hands. While these ads were well-liked for many reasons, respondents objected when they realized the same image and copy was used with both a male and female version.

**Ads that use LGBT, colors, imagery and symbols in unique and clever ways are engaging.** LGBT consumers expressed extremely favorable opinions about ads that integrated LGBT colors (the rainbow flag), images (such as Dorothy’s red shoes from *The Wizard of Oz*) and symbols (such as a pink triangles or alpha and omega gender signs). LGBT consumers have an emotional bond with these colors, images and symbols. They are an integral part of LGBT identity and frequently used at gay pride rallies, in LGBT literature and to identify LGBT-friendly people and places. Ads for Stoli, Absolut, Miami Pride, Esurance and Hotel Nikko were cited as examples.

**Ads depicting genuine emotional connections between LGBT people are greatly appreciated and potentially create strong affinity between the advertiser and LGBT consumers.** The portrayal of positive, interpersonal connections between LGBT people is admired because so often the media is filled

with negative stereotypical images. For years, LGBT activists have been trying to persuade the general population that their everyday concerns are the same as those of LGBT people. That LGBT people are portrayed this way is a step forward for the community. Brands portraying genuine emotional connections between LGBT consumers have the potential to build strong brand relationships with them. As is common in advertising, transference occurs between the positive associations conveyed in the ads to the brand being advertised. This is evident in recent ads for Marriott, AT&T and Subaru.

**Depicting “real, everyday” LGBT consumers in realistic settings is highly appealing.** LGBT consumers object to ads that use idealized versions of LGBT consumers as often seen in travel ads. These models were described as “perfectly dressed” and “extremely upscale.” Another concern expressed by a few is that many of the actors in LGBT ads are too young. This is also an issue in general-market advertising which is often criticized for being too youth-oriented. As one respondent commented, “These young guys can’t afford luxury cruises or hotels and yet that’s who they show. Seriously? I don’t see me in these ads!”

**LGBT consumers are sensitive to how sexuality is portrayed.** Ads that skillfully portray sexuality in a way that’s consistent with the brand message are effective. LGBT consumers prefer ads that depict multifaceted LGBT people, with sexuality being one component of who they are. That said, LGBT people often appreciate the clever ways in which some advertisers use sexuality in a playful way, with a wink to the viewer. Certain brands have permission to be more overt, depending on their general-market brand message.

Ads identified as striking the right balance were travel industry ads for Miami and Las Vegas as well as ads for Absolut Vodka. The portrayal in these ads is acceptable because the “wink” supports the general-market brand story. For example, the general-market tag line “What happens in Vegas stays in



Vegas” has a hedonistic appeal – the brand essence is all about having fun. Ads for Las Vegas tourism and Luxor Hotel are consistent with that message through the use of imagery and tongue-in-cheek humor. So too, the Miami tourism ad typifies the Miami brand message. But by contrast, the tone of these ads would be inconsistent with the brand stories for Marriott, Hilton or AT&T.

**Ads endorsed by LGBT organizations appear to be more credible.**

A few ads shown to research participants included endorsements from LGBT organizations Human Rights Campaign, GLADD, GLSEN and The Trevor Project. Endorsements demonstrate a longer-term commitment to LGBT issues, suggesting the advertiser is truly committed to the LGBT community and not just trying to make money by selling its products. As one respondent suggested, “They care about the community and aren’t doing it to make money or because it’s the popular thing to do right now.”

Participants have strong emotional connections with these orga-

nizations. They are well-recognized names in the LGBT community. Participants assume that advertisers have been fully vetted by the sponsoring organization, even though it’s assumed the advertiser pays for use of the endorsement. One respondent commented, “HRC is a stellar organization and they wouldn’t lend their name to just anyone.” A few participants were surprised they didn’t see more of this type of endorsement.

**Sponsorships demonstrate long-term commitment to the LGBT community.**

In addition to endorsements, sponsorships emerged as a way for marketing organizations to build rapport with LGBT consumers due to the sponsorship’s potential to positively impact in the community. Organizations seen as benefiting from sponsorships included LGBT youth centers, community centers, advocacy groups and charities. Examples included Whole Foods sponsoring the Center on Halsted (a Chicago-area LGBT center) and a BP station in one of Chicago’s gay neigh-

borhoods prominently hanging both a LGBT and HRC flag on its site.

**Brand to emulate**

Subaru emerged as the brand to emulate when developing LGBT advertising. Two Subaru ads were included in the portfolio of LGBT ads. They were consistently applauded by participants as being exemplary ads for depicting “real, everyday” LGBT consumers in realistic situations. Participants noted the clever use of LGBT symbols. Subaru’s ads demonstrate a connection between LGBT concerns and Subaru’s brand values, focusing on enjoying life, a love of driving and driving safely. The brand is also identified as a long-term supporter of the LGBT community. In describing what’s appealing about these ads, one respondent commented, “In my eyes they can do no wrong!”

Curt Fedder is managing director of Chicago-based LGBT Research Insights. He can be reached at [curt@lgbtresearchinsights.com](mailto:curt@lgbtresearchinsights.com).

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# Q

## Names of Note

### In Memoriam...

■ **Shirrell Buhler**, designer of the P-STAT statistical software program, died on February 26 at her home in Hopewell, N.J. Her husband and P-STAT partner, Roald Buhler, passed away in November 2013.

■ **William "Jay" Wilson**, former chairman and CEO of *Roper Starch Worldwide* and co-founder of consulting firm *Cambiar*, died on March 22 of pancreatic cancer. He had also served as chair of both CASRO and CMOR and worked for the Roper Center for Public Opinion.

■ **Laurence (Larry) Gold**, former publisher of market research industry newsletter *Inside Research* and co-producer, with Jack Honomichl, of the *Honomichl Report*, died at age 80 after a battle with cancer.

■ *The TabLab*, a data processing company based in Portland, Ore., has named **Cynthia Ramon** as marketing director.

■ **Carol Davidson** has joined Portland, Ore., researcher *Rentrak* as vice president of political technology.

■ **Gai Le Roy** has left her position as director of research at the Australian office of the *Interactive Advertising Bureau*.

■ *Research Panel Asia Inc.*, Tokyo, has

named **Masahiro Takanohashi** as CEO, succeeding **Toshiki Sano**, who will become head of overseas business for parent group *Voyage Group Inc.*

■ In London, *Ipsos Healthcare* has hired **Omar Ehsan** as head of emerging markets and global clients. His focus will be on developing the firm's business units in Latin America, Central Europe/Turkey, Middle East and Africa.

■ **Rob Hastings** and **Bryan Dankwa** have joined London research firm *E-Tabs* in the bureau and support departments after completing a year-long apprenticeship with the company.

■ Milwaukee researcher *Market Probe* has hired **Will Gordon** as senior vice president of business development and client services and **Anne Wagner** as senior vice president of business development.

■ In Cheshire, U.K., *DJS Research* has announced several new hires and internal promotions. The new staff includes **Faye Waterhouse**, **Callum McCulloch** and **George Telford**, all junior research executives; **Rebecca Harris** and **David Marchant** as research manager; **Emma Lay** as research executive and **Lian Nuttall** as senior research executive. The promotions include **Julie Rundall** and **Alex McCluckie** as research manager, **Elliot Simmonds** as project manager and **Matt Walker** as research executive.

■ **Peter Costa** has joined New Orleans researcher *Federated Sample* as executive director, client development.

■ *Videology*, the New York-based video advertising platform, has appointed **Robin Kingerlee** as EMEA media director.

■ **Debrah Harding** has been named managing director at the *Market Research Society*, London.

■ In Los Angeles, marketing and ad agency *Deutsch LA* has appointed **Duncan Houldsworth** as executive director of data strategy.

■ **Anjul Sharma** has joined London marketing firm *FreshMinds* as a senior consultant, working within the financial services team.

■ *Research Now*, Plano, Texas, has hired **Doug Pierce** as senior vice president of client development.

■ Detroit research firm *Morpace* has promoted **Duncan Lawrence** to CEO, replacing **Frank Ward**, who becomes chairman. **Sharna Morelli** has been promoted to take over Lawrence's former position as COO.

■ **Sue Laing** has joined New York research firm *Tonic Insight* as commercial director.

■ *Synergy Marketing Strategy and Research Inc.*, Fairlawn, Ohio, has hired **Allison Duggan** as a senior researcher and project manager.

■ **Aprille Byam** has joined *Smarty Pants*, a Johnson City, Tenn., youth and family research specialist, as quant guru.

■ London researcher *Simpson Carpenter* has hired **Kirsty Higgins** as head of



Gordon



Wagner



Pierce



Laing



[quirks.com/articles/2015/20150512.aspx](http://quirks.com/articles/2015/20150512.aspx)

communications research. She will be responsible for forming a new department aimed at refining communication strategies.

■ In London, **Liz Landy** will take over the U.K. CEO role of the new Ipsos Connect division of Paris-based Ipsos, while **Caroline Walker** will become managing director for Ipsos Connect.

■ **Ryan Hopper** has joined research technology and panels specialist OMR Globus, Exeter, U.K., as managing director, health care.

■ *Lightspeed All Global*, a Warren, N.J., researcher, has expanded its business development team with the hiring of **John Daly** and **Jacki Spear**.



Daly

■ *Sainsbury's Bank*, London, has hired **Mick Doran** as head of customer insights and innovation.

■ New York digital marketing and research firm *iCrossing* has appointed **Nick Brien** as CEO.

■ *Simon-Kucher and Partners*, a marketing consulting firm in Bonn, Germany, has promoted six employees to partner status, including **Daniel Bornemann**, **Petra Brunner**, **Michael Dilger**, **Robert Dumitrescu**, **Dimitris Hiotis** and **Jochen Krauss**.

■ **Chris Nechanicky** has joined *Quirk's Marketing Research Media*, Eagan, Minn., as office administrator.

■ *3Q Global*, a Jupiter, Fla., research firm, has named **Traci Wood** director of sales.

■ New York media, event and research company *International Data Group* has named **Josh London** to the newly created position of chief marketing officer for IDG Communications.

■ *La Quinta Inns and Suites*, Irving, Texas, has tapped **Vicki Cutwright** as vice president of consumer insights and analytics and **David Sims** as vice president of loyalty marketing.

■ *Ogilvy Public Relations*, New York, has

named **Melissa Smith** executive vice president and group director of the agency's New York brand marketing practice.

■ Addison, Texas, research firm *Oculus360* has added **John Gregory** to its advisory board. Most recently, he was category development officer with AOL.

■ **Amanda Dawson** has joined *IntelliShop*, a Perrysburg, Ohio, research company, as human resources manager.

■ **Andy Turton**, previously global development director for *TNS Automotive*, London, has been promoted to head of automotive for the Americas.

■ London-based *TNS BMRB*, the public sector division of *Kantar*, has promoted **Bruce Hayward** to head of research.

■ Reston, Va., researcher *comScore* has hired **David Shiffman** as senior vice president of marketing solutions. He will be based in New York. Also, **Duncan Trigg** has joined the firm as vice president of advertising effectiveness. He will be based in London.

■ In Port Washington, N.Y., the *NPD Group* has named **Tim Bush** as group president, Americas, and **Michel Maury** as group president, Europe and Asia Pacific. Also, **Dennis Brown** has been named to the new position of group operating officer.

■ **Paul Tencher** has joined *MWW Public Relations*, Washington, D.C., as senior vice president, national director of public affairs and deputy director of the D.C. office.

■ Finnish researcher *Verito Analytics* has appointed **Robert "Bob" Hooven** as senior vice president of sales. He will be located in the firm's New York office.

■ New York based pharmaceutical researcher *Instar* has appointed **Art McKee** to head its new U.S. business unit in Philadelphia and **Manfred Eberlein** for its new European business division in Hamburg, Germany.

■ **Tony Ward** has joined San Francisco-based *Survey Monkey* as managing director for Australia and New Zealand. He will be located in Sydney.

■ **Silvena Milenkova** of *BuzzBack Market Research* was named a 2015 Executive Management Award Winner by *SmartCEO* magazine. The Management Awards program recognizes the leadership and accomplishments of New York executives.

■ Chicago-based public relations company *Golin* has appointed **Calvin Wong** as director of research and analytics in Asia.

■ In Iselin, N.J., **Patty Altman** has joined research firm *Schlesinger Associates* as senior vice president, strategic development.

■ *Marketing Workshop*, Norcross, Ga., has hired **Sherri Kindlmann** as senior research manager.

■ **Mark Delaney** has joined *VideoMining Corp.*, a State College, Pa., in-store behavior analytics specialist as senior vice president of retail.

■ **JoAnn Covington**, vice president, general counsel and chief privacy officer at *Rocket Fuel*, has been named winner of the *Silicon Valley Business Journal's* and *San Francisco Business Times's* 2015 Corporate Counsel Award. *Rocket Fuel* is an artificial intelligence software firm in Redwood City, Calif.

■ **James Staten** has joined *Microsoft*, Redmond, Wash., as chief strategist for its Cloud and Enterprise group. He had previously covered the cloud computing market for *Forrester Research* in Boston.

■ *Cumulus Media*, New York, has appointed **Pierre Bouvard** as chief marketing officer, a new role in the company.

■ **Andrea Rademeyer**, CEO and founder of *Ask Afrika*, Pretoria, will return to South Africa and assume the responsibilities of chairman **Ken McArthur** as he retires.

### Correction

■ Due to an editing error, an April-issue Names of Note entry misidentified the location of *Focus Forward LLC*. Here is the correct version: *Focus Forward LLC*, a Wayne, Pa., research company, has appointed **Dave Pataki** as executive vice president and **Beth Carey Fuller** as director of qualitative services.

# Q

## Research Industry News

### News notes

■ **The ESOMAR Global Industry Study 2014** reports that online research is now the most frequently used mode of research in eight of 10 of the top research markets. Only France and China were not included, with online research tying with automated interviewing in France and China not reporting.

■ The proportion of surveys accessed by mobile devices continues to grow, along with their completion rates, says Stamford, Conn., research firm **FocusVision**. Survey starts on mobile and tablets increased from less than 10 percent in 2011 to more than 25 percent in 2014, according to the FocusVision 2014 Trends Report. Completion rates on tablets rose to 74 percent, comparable to those of desktop computers, and to 64 percent for mobile phones. "This study reinforces that researchers need to continue focusing on survey designs that accommodate smaller screens and touch devices such as tablets and smartphones," said Aaron Jue, director of research, FocusVision. The firm reviewed thousands of independent surveys of Decipher, the research technology firm which it acquired in January 2015, to determine the rates.

■ **The Federal Trade Commission (FTC)** and state attorneys general announced the hoped-for end of a telemarketing

campaign conducted under the guise of political polling, with nearly \$1 million in penalties agreed to in the settlement. According to the FTC, although the national Do Not Call Registry and telemarketing robocall rules don't prohibit automated political research calls, "the defendants' robocalls violated federal law because they incorporated a sales pitch for a cruise to the Bahamas. The robocalls generated millions of dollars for the cruise line. Caribbean Cruise Line Inc. and a number of companies who aided and abetted the illegal robocall campaign agreed to settle charges of illegal telemarketing, robocalls and Caller ID falsification. Litigation continues against several other parties. **The Marketing Research Association (MRA)** applauded the settlement. MRA had called for legal action after at least one of the association's members was falsely identified by the defendants as the company behind the so-called telephone surveys. "The survey, opinion and marketing research profession supports this penalty," said Howard Fienberg, MRA's director of government affairs. "Robust legal enforcement by the FTC helps deter and punish consumer fraud and abuse. We're particularly pleased to see the FTC and state attorneys general targeting this kind of fraud - sales under the guise of research, known as *sugging* - which discredits the entire research profession."

■ President Obama has appointed the first Chief Data Scientist and Deputy Chief Technology Officer for Data Policy, **Dr. DJ Patil**. His new responsibilities include creating nationwide data policies, determining how to maximize return on federal data and working with agencies to establish best practices for data management. Most recently, Patil was vice president of product at RelateIQ, a Palo Alto, Calif., software firm, and has also been a faculty member at the University of Maryland, at the Department of Defense and in senior roles at LinkedIn, Skype, PayPal and eBay.

■ **The SP Jain Institute of Management and Research**, Mumbai, India, is collaborating with the **University of Michigan** to establish a center for big data in marketing. The center will offer a training program for companies on how to use big data and will distribute information on uses of big data to students and corporations. The Jain Institute will also introduce modules on big data in marketing as part of its MBA curriculum.

■ **The Australian Bureau of Statistics (ABS)** has asked the government to replace the current every-five-year census with a 10-year census, as is used in the U.K. and U.S. David Kalisch, the ABS head, said that the bureau had spent more than a year developing means of producing accurate population information without a census and believed it could accurately update state populations every three months and smaller populations every year. The main concern with the current census is its cost, which reached \$AUD 440 million in 2011, but new legislation would be required to change the frequency of the census. Researchers argued that the Australian census is the envy of other developed countries and changing the census frequency would have far-reaching social ramifications. The next census, scheduled for August 2016, will be the first paperless version.

■ **Gallup**, Omaha, Neb., plans to cut its call center staff in Lincoln, Neb., and Omaha as part of what spokesman Johnathan Tozer called "Gallup's long-term migration plan toward online data collection." Tozer did not provide specific numbers, but call center staff has already been reduced from 1,350 to 1,200 over the past two years. The shift in strategy follows the drop in U.S. homes with landlines. A 2012 Pew Research Center study showed that the percentage of households in which polling companies were able to reach an adult by phone fell from 90 percent in 1997 to 62 percent in 2012.



[quirks.com/articles/2015/20150513.aspx](http://quirks.com/articles/2015/20150513.aspx)

■ **Facebook's** privacy policies violate European consumer protection law in failing to meet the requirements for legally valid consent and fail to offer adequate control mechanisms to prevent content from being used for commercial purposes, says a study by the Centre of Interdisciplinary Law and ICT at the University of Leuven, Belgium. The report notes that users have no way to stop Facebook from collecting location information via its smartphone apps other than switching off location access at the OS level, which "places too much burden on its users."

### Acquisitions/transactions

■ **Critical Research**, Luton, U.K., has purchased **RSM Research**, London. The RSM project management team and support staff will remain.

■ **Stratus Consulting**, a Boulder, Colo., environmental research and consulting firm, has merged with Bethesda, Md.-based research firm **Abt Associates**. Stratus Consulting will be integrated with Abt's existing environmental capabilities into a new environment and natural resources division, which will be led by Joshua Lipton, former president and CEO of Stratus Consulting, reporting to Abt's Executive Vice President and Chief Business Officer Jay L. Knott. Mike Conti, who has led Abt's environmental practice, will be the division's chief operating officer.

■ In Seattle, **Amazon** has acquired Denver-based IoT software and tech firm **2lemetry**. Terms were not disclosed.

■ Paris technology firm **Bilendi** will acquire the U.K. panel activities of Springboard UK after reaching an agreement with **Vision Critical**. The Springboard UK team will join the Bilendi London office.

■ New York information technology firm

**Sprinklr** has acquired **Pluck**, an Austin, Texas, social community platform.

■ U.K.-based **Agility Multichannel**, a product information management firm, has acquired **Axpa**, its longtime support, services and technology partner based in Malmö, Sweden.

■ **Court Square Capital**, a private equity firm, has completed its previously announced acquisition of **Research Now** in Plano, Texas. Financial terms were not disclosed.

■ **Generation Research**, a Swedish travel retail specialist, has been acquired by financial advisor **Fredrik Lindh**. Generation founder Yngve Bia will remain as a senior advisor at the company while Lindh assumes the CEO role.

■ Telecommunications firm **NewsHunt** has acquired **Vauntz**, a big data analytics company. Both companies are based in Bangalore, India.

■ Shelton, Conn., research firm **SSI** has agreed to acquire **MRops**, a Philadelphia-based provider of data collection and management and business-to-business research. MRops CEO Ian Kiernan will join SSI as senior vice president, global operations. At press time, the deal was expected to close in the first quarter of 2015.

■ Stamford, Conn., research firm **FocusVision** has acquired **Insight Marketing Systems**, creator of the Research Reporter research management technology platform. This acquisition follows FocusVision's acquisitions of quantitative technology firm Decipher and qualitative technology firm Revelation.

■ London marketing company **Ebiquity** has acquired Spanish media auditing firm **Media Value** from its shareholders for total consideration of up to €6 million (\$6.7 million in U.S. dollars).

■ **Nielsen**, New York, has completed its acquisition of **eXelate**, a provider of data and technology to facilitate the buying and selling of advertising across programmatic platforms. EXelate is a member of the Network Advertising Initiative, Interactive Advertising Bureau, TRUSTe, Council for Accountable Advertising and Evidon's Open Data Partnership and these affiliations will remain in effect.

### Alliances/strategic partnerships

■ The U.K. newspaper **The Guardian** is teaming with word-of mouth specialist **Keller Fay**, London, to analyze and track in-person, phone and online conversations regarding the 2015 U.K. general election. The study is aimed at determining how the views of friends, family and co-workers influence voting choices.

■ Panel platform provider **Cint**, Stockholm, Sweden, has become a preferred strategic supplier for market research firm **GfK**, Nuremberg, Germany, in a multi-year agreement. GfK account and operations teams and customers will now have access to panelists within Cint's OpinionHUB marketplace as well as support on API integration and supply chain management workflow.

■ London marketing and advertising firm **OMD UK** has partnered with BuzzFeed, The Guardian, Global Radio, Google, Facebook and Outbrain to create an insight and ideas team, Newsroom. It will be led by Toby Gunton, head of innovation at OMD, along with Sarah Gale as head of insight and Julian Flavin as head of data science. The new unit is aimed providing creative ideas for OMD clients based on the items currently capturing people's interest.

■ Toronto software firm **Q-Fi Solutions** is collaborating with **Humber College**, Toronto, to provide software solutions for student research projects in Humber's Research Analyst Postgraduate Program.

■ Boston researcher **InCrowd** is partnering with **Skipta**, a Lancaster, Penn., online medical community specialist, allowing Skipta health care professionals to join their peers on InCrowd's research panels.

■ Portland, Ore., researcher **Rentrak** is partnering with **AudienceXpress**, a New York marketing and advertising firm, to establish a programmatic TV ad platform. The platform will allow digital video and TV campaigns to be optimized together utilizing Rentrak's TV viewing information.

■ Tokyo online panel provider **GMO Research** is partnering with Bangalore, India, research firm **Borderless Access Panels**. The Borderless Access panelists will be added to GMO's Asia Cloud Panel. Clients will also be able to access the Borderless proprietary panels in Indonesia, the Philippines, Taiwan, Singapore, China, India, South Korea, Thailand and Australia.

■ Encino, Calif., researcher **Instantly** has partnered with New York marketing firms **xAd** and **Vistar Media**. Instantly will include their ads as part of its Instantly Ad Effectiveness platform, which measures the impact of campaigns across mobile, out-of-home and online ads.

■ **GfK**, Nuremberg, Germany, has acquired a stake in **YouEye Inc.**, a Mountain View, Calif., firm that offers a technology platform to conduct and analyze both quantitative and qualitative market research data.

■ **Sprout Market Research**, Brisbane, Australia, has partnered with **Market Publishers Ltd.**, London, allowing Market Publishers to distribute and sell its research reports. Separately, Market Publishers Ltd. and **DataGroup Booksellers**, Birmingham, U.K., are partnering to allow the DataGroup research reports to be distributed and sold on the Market Publishers Web site. And, Market Publishers Ltd. and **Global Industry Analysts**, San Jose, Calif., are partnering to allow the Global Industry research reports to be distributed and sold on the Market Publishers Web site.

■ Chicago research firm **Information Resources Inc.** (IRI) is joining with **Kline and Company**, a Parsippany, N.J., research and management firm, to provide services to consumer health care clients, including over-the-counter drug companies. The arrangement will combine the point-of-sale data from IRI with Kline's database and experience with moving from prescription to OTC status.

■ **The Business Research Company** (TBRC), London, and **Literated.com**, Bangalore, India, have partnered to allow the TBRC market research reports to be promoted and distributed through Literated.com.

■ Tokyo-based **GMO Research** (GMOR) has partnered with Japanese medical research panel specialist **MedPeer**, adding access to the 74,000 MedPeer physicians through the GMOR Asia Cloud Panel.

■ **LinkedIn**, San Francisco, is partnering with New York technology firm **AppNexus** to begin a global display advertising network. B2B marketing software from Bizo, which it purchased last year, will allow LinkedIn to deliver ads based on both its own data and 2,500 other B2B sites. Advertisers can sign up for a quarterly or annual subscription but will have to have a minimum of 20,000 visitors to their Web site.

■ New York researcher **Nielsen** is partnering with **Concentric**, a marketing technology firm in Cambridge, Mass., to utilize its agent-based simulation technology. The tool will provide clients with a replication of consumer and marketplace conditions to test various ad campaign strategies.

■ Wilton, Conn.-based **Kantar Shopcom**, an analytics and insights division of Kantar Retail, will partner with Chicago researcher **IRI** to integrate Kantar Shopcom's retail purchase transaction loyalty card data with IRI's consumer panel data and point-of-sale transaction data and jointly create a portfolio of all-outlet, multichannel media planning, targeting and measurement solutions.

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### Association/organization news

■ **The Market Research Society**,

London, won the 2015 Innovation award at the Association Excellence award ceremony for its Fair Data initiative, which set forth 10 principles for inclusion in company policies to ensure their fair use of consumer data.

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### New accounts/projects

■ U.K. think tank the **Larrey Society** has selected U.K.-based **DJS Research Ltd.** to help develop strategic projects and campaigns designed to seek the views and ideas of its members and the wider health care community on a fit-for-purpose 21st century ambulance service.

■ **Global Education Consultation Services** has selected **Literated.com**, New York, as the marketing and distribution partner for its market research reports.

■ **The Joint Industry Committee for Population Standards of the U.K.** advertising industry has appointed London information technology firm **CACI** as its sole data provider.

■ Portland, Ore., researcher **Rentrak** has signed an agreement with NBC-affiliate **KOMU**, owned by the University of Missouri. Also, the **Israeli Audience Research Board** has extended its contract with Rentrak for television measurement until 2019. Rentrak has also been selected by the **Game Show Network** to provide TV ratings and Video on Demand measurement. And, Rentrak announced an agreement with **Lilly Broadcasting** to provide local market TV ratings to the Lilly Broadcasting Group including; WSEE (CBS) and WSEE2 (CW) in Erie, Pa., and WENY (ABC) and WENY2 (CBS) in Elmira, N.Y. Lilly Broadcasting will have access to Rentrak's full suite of local services.

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

■ Jeff Savitz has opened **Savitz Consulting**, a Dallas-based research firm. The company is online at [www.savitzconsulting.com](http://www.savitzconsulting.com).

■ **Kristin Luck**, former president

and CMO of research firm Decipher, has opened a consulting service based in Bend, Ore.

■ Research firm **Macromill** will open a new office in Mexico with Ricardo Cuéllar as its managing director.

■ **MMR Research Worldwide**, Oxford, U.K., has opened a new office in Mumbai, India, to be managed by Sandeep Budhiraja, along with a new office in Durban, South Africa, to be headed by Maria Da Serra.

■ San Francisco app data analyst **App Annie** opened an office in Singapore in April. It will serve as the center of operations across India, Southeast Asia, Australia and New Zealand.

■ **GroupM** has introduced its MEC, Mindshare and MediaCom agencies into sub-Saharan Africa. Their operations will be overseen by Nandu Buty, COO of Scangroup, the east African advertising and communications company controlled by WPP. MEC will be led by Monica Kambo, MediaCom by Rajiv Gopinath from MediaCom Singapore and Mindshare by Mac Machaiah from Mindshare Southern India.

■ **The Sound**, a Vancouver researcher, has opened an office in Mumbai, India, with James McLintock as managing director.

■ **Labbrand**, a Shanghai-based brand consultancy, has opened an office in Paris.

■ **KCR**, a contract research organization serving pharmaceutical and biotechnology firms, is relocating its head office from Warsaw, Poland, to Berlin.

■ In Paris, **Ipsos** has launched a new division, **Ipsos Connect**, to handle its brand communication, advertising and media businesses. It replaces Ipsos ASI and Ipsos MediaCT. Ipsos Connect will be led by Yannick Carriou.

■ Software firm **Nebu** has moved to new offices in Wormer, on the outskirts of Amsterdam.

■ **Avention**, a Concord, Mass., information services firm, has launched the Avention Partner Connect pro-

gram, enabling partners to utilize Avention resources in consultation with clients. Also, Rob Kornblum has been named senior vice president of corporate development.

■ Vancouver, B.C.-based researcher **Vision Critical** continued its expansion in Australia with the opening of a Melbourne office and new Sydney location.

■ Guy Bisson, Richard Broughton, Ben Colbeck and Dan Stevenson, all former employees of Screen Digest, have opened **Ampere Analysis**, a market research firm in London.

### Research company earnings/ financial news

■ The board of directors of New York researcher **Nielsen** has approved a plan to change the company's legal domicile from the Netherlands to the U.K. The change is subject to approval from Nielsen's shareholders, which can be obtained at its 2015 annual meeting of shareholders. The shift in legal domicile is not expected to significantly change Nielsen's worldwide effective corporate tax rate. The company will be renamed Nielsen Holdings plc.

■ **Cardlytics**, a data analytics and digital advertising company, has utilized its recent \$70 million round of investment financing to relocate its employees from four Atlanta-based offices into a renovated Sears, Roebuck & Company building in the Ponce City Market area of Atlanta.

■ **Revmetrix**, a Washington, D.C., consumer insights specialist, has secured \$2.2 million in seed funding. It plans to launch an omnichannel data platform for retailers, which will collect interactions from customers whether they occurred online, in-store or on a mobile device. The data will be identified and stored as unique customer profiles.

■ **Surveypal**, Finland, has received a \$1 million extended seed investment, to be used for North American sales and marketing. It recently opened a U.S. headquarters in San Francisco.

■ Lancaster, Calif.-based **Simulations Plus Inc.**, a provider of consulting services and software for pharmaceutical discovery and development, released preliminary revenues for the second quarter of its fiscal year 2015, ending February 28, 2015 (2QFY15). Preliminary revenues for the three months ended February 28, 2015, were \$4.544 million, compared to \$3.081 million for the same period in 2014, this represents an increase of 47.5 percent or \$1.462 million. \$1.241 million of the 2QFY15 revenues increase is attributed to Cognigen Corporation, which was acquired at the beginning of the 2015 fiscal year. Preliminary revenues for the six months ended February 28, 2015, were \$8.630 million, compared to \$5.722 million for the same period in 2014, an increase of 50.8 percent or \$2.907 million. \$2.376 million of the 2015 revenue increase is attributed to Cognigen Corporation.

■ Chicago research firm **Information Services Group** has reported fourth-quarter revenues of \$53.2 million, an increase of 4 percent at constant currencies. Annual revenue was flat at \$209 million, with growth in Europe but declines in the Americas and Asia-Pacific.

■ In Tokyo, consumer insights specialist **Macromill** posted a 2014 year-end revenue increase of 44 percent to 25 billion yen (\$216 million), with 12-month sales reaching 31 billion yen (\$260 million). The firm also announced plans to open new offices in Singapore, Brazil and Mexico.

■ **Definitive Healthcare**, a Boston health care information specialist, has received a significant investment from Spectrum Equity. Jeff Haywood, a principal at Spectrum, and Chris Mitchell, a managing director at Spectrum, have joined the Definitive board of directors. Financial terms were not disclosed.

■ Following an investment by London-based **M&A firm Subito Partners**, Geoff Westmore and Neil Brown have joined the board of research community panel provider Verve. Westmore and Brown are founding partners of Subito.

# CALENDAR OF EVENTS

●●● can't-miss activities

**The Northwest Chapter of the MRA** will hold its Research Thought Leadership Forum on **May 7-8** at the David Brower Center in **Berkeley, Calif.** Visit [www.northwestmra.org/events](http://www.northwestmra.org/events).

**The Yale School of Management and the Yale Center for Customer Insights** will hold a conference, themed "The 2015 Customer Insights Conference," on **May 8-9** in **New Haven, Conn.** Visit <http://som.yale.edu/2015-customer-insights-conference>.

**Worldwide Business Research** will hold its conference, "eTail Canada," on **May 11-13** at the Hyatt Regency Toronto in **Toronto**. Visit <http://etailca.com/>.

**Red 7 Media's** Experiential Marketing Summit 2015 will be held on **May 11-13** at the Marriott Marquis in **San Francisco**. Visit <http://emsummit.eventmarketer.com/>.

**Marcus Evans** will hold its PharmaMarketing Summit 2015 on **May 11-13** at the Eau Palm Beach Resort and Spa, **Palm Beach, Fla.** Visit <http://www.pharmamarketingsummit.com>.

**The Society of Competitive Intelligence Professionals** will hold its 30<sup>th</sup> anniversary international conference and exhibition on **May 11-14** in **Atlanta, Ga.** Visit <http://www.scip.org>.

**Global Insight Conferences** will hold its Social Media Results Conference, themed "Future Strategies," on **May 13** at the **Museum of London Docklands, London**. Visit <http://www.socialmediareultsconference.com/>.

**The International Quality and Productivity Center** will hold its Market Research Exchange conference on **May 17-19** in **Tampa, Fla.** Visit [www.marketresearch-exchange.com](http://www.marketresearch-exchange.com).

**ESOMAR** will hold a conference on the Asia-Pacific market on **May 17-19** in **Singapore**. Visit <http://www.esomar.org>.

**The 2015 Data Governance Conference Europe**, co-located with the **Master Data Management Summit Europe 2015**, will be held on **May 18-21** at the Radisson Blu Portman Hotel in **London**. Visit <http://www.irmuk.co.uk/dg2015/>.

**IIR** will hold a conference focused on innovation and collaboration on **May 18-20** at the Seaport Boston Hotel and Adjacent World Trade Center in **Boston**. Visit <http://www.iirusa.com/feiusa/home.xml>.

**TechMedia** will hold its Digital Summit on **May 19 and 20** at the Cobb Energy Performing Arts Centre, **Atlanta**. Visit [www.digitalsummit.com](http://www.digitalsummit.com).

**The Merlien Institute** will hold a conference, themed "Market Research in the Mobile World North America," on **May 19-22** in **New York**. Visit <http://www.mrmw.net>.

**Zorbiant Media** will hold its Market Research Summit on **May 19-20** at the Grange City Hotel, **London**. Visit <http://www.marketresearchsummit.com/>.

**StratConn** will hold its digital

shopper marketing conference on **May 19-20** at the Chicago Marriott Suites O'Hare in **Chicago** (Rosemount). Visit [www.stratconn.org](http://www.stratconn.org).

**The Alliance of International Market Research Institutes** will hold a special reception, themed "Understanding Overseas Markets" on **May 21** at the British Embassy in **Washington, D.C.** Visit <https://www.sampleanswers.com/reception.html>.

The U.K.- based **Local Authorities Research Intelligence Agency** will hold its annual conference on **May 24-25** in **York, U.K.** Visit [www.laria.gov.uk](http://www.laria.gov.uk).

**The Marketing Research and Intelligence Association** will hold its annual conference, themed "Storytelling: From Insights to Impact" on **May 24-26** in **Toronto, Ontario**. Visit <http://conference2015.mria-arim.ca/news/index.php>.

**The Life Insurance and Market Research Association** will hold its annual marketing and research conference on **May 27-29** at the Four Seasons Hotel in **Baltimore, Maryland**. Visit <http://conference2015.mria-arim.ca/news/index.php>.

**The Council of American Survey Research Organizations** will hold its annual technology and innovation event on **May 28-29** in **Philadelphia**. Visit <http://www.casro.org>.

**The New England Chapter of the Marketing Research**

**Association** will hold its spring conference on **May 28** in **Waltham, Mass.** Visit <http://newenglandmra.com/spring-conference>.

**Satmetrix** will hold a conference, titled "Customer Experience Passion 2015," on **June 1-5** at The Hotel Del Coronado in **San Diego, Calif.** Visit <http://bit.ly/1FxCRsW>.

**The Marketing Research Association** will hold its Insights and Strategies Conference on **June 3-5** in **San Diego**. Visit <http://isc.marketingresearch.org>.

**The American Marketing Association** will hold its 2014 Marketing and Public Policy Conference on **June 4-6** in **Washington, D.C.** Visit [www.ama.org](http://www.ama.org).

**ESOMAR** will hold its learning and skills summer program on **June 8-11** in **Amsterdam**. Visit [www.esomar.org](http://www.esomar.org).

**The Predictive Analytics World** for business conference will be held on **June 8-11** in **Chicago**. Visit [www.predictiveanalyticsworld.com/chicago/2015/](http://www.predictiveanalyticsworld.com/chicago/2015/).

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





# Q

## 2015

# Focus Group Moderator Directory

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

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A searchable version of this directory is available at [www.quirks.com](http://www.quirks.com)



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(See advertisement p. 27)



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bids@crmarketsurveys.com  
www.crmarketsurveys.com  
**Cherlyn Robinson 300+ sessions since 1997**

Cherlyn Robinson is the President and Founder of C R Market Surveys, a full-service market research firm in Chicago. For over 20 years, she has implemented qualitative research initiatives across a variety of industry sectors. She has conducted over 400 focus groups for clients that include Fortune 100 corporations, advertising agencies, non-profits and government agencies. Her passion is delivering authentic, response-rich insights into African American, Female and Urban-Youth consumer audiences.

**C.L. Gailey Research**  
Carlsbad, CA USA  
Ph. 760-729-1809  
clgailey@cox.net  
www.clgaileyresearch.com  
**Carol Gailey 1000+ sessions since 1980**

C.L. Gailey Research is a full-service marketing research company specializing in custom research solutions. Our solid marketing research expertise in combination with strategic marketing experience enables us to produce actionable information so that our clients can make the best business decisions possible.



**R E S E A R C H**  
**C+R Research**  
Chicago, IL USA  
Ph. 312-828-9200  
info@crresearch.com  
www.crresearch.com  
**Sharon Seidler 3000+ sessions since 1974**  
**Robert J. Relihan 3000+ sessions since 1982**  
**Mary McIlrath 1500+ sessions since 2001**  
**Casey Sloan 800+ sessions since 1999**  
**Jorge Martinez 1000+ sessions since 2002**  
**Kat Figatner 300+ sessions since 2005**  
**Darren Breeze 500+ sessions since 2007**  
**Jessica Benoit 100+ sessions since 2009**

At C+R Research, a full-service marketing insights agency, we've been helping brands grow for over 50 years by delivering great research, deep perspective and committed client service. We're known for best-in-class methodologies, high-quality analytical insights and delivering senior-level attention throughout every phase of our clients' projects. We offer an array of customizable techniques for both qualitative and quantitative research and have focused areas of knowledge and expertise in youth and family, Latinos and shopper insights. Our goal is to equip our clients with the insights they need to confidently develop successful brand strategies and grow their business.

**California Consultants for Hispanic Research**  
1st & 2nd Generation Hispanics - Consumer and Shopper Insights  
Los Angeles, CA USA  
Ph. 323- 841-9497 or 213-282-8010  
californiaconsultants@yahoo.com  
**Liliana Caceres 1000+ sessions since 2000**

In-person/online/mobile research. In-culture moderator. Expert on first- and second-gen Hispanics. Consumer insights, CPG, A&U, branding. Concept, ad, package and Web testing. Customer satisfaction, loyalty, purchase intent. Ethnography, focus groups, IDIs, creative and cognitive sessions. Projective techniques.



**Campbell-Communications, Inc.**  
New York, NY USA  
Ph. 718-671-6989  
ron@campbell-communications.com  
www.campbell-communications.com  
**Ron Campbell 2000+ sessions since 1989**

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

**Camille Carlin Qualitative Research, LLC**  
Sleepy Hollow, NY USA  
Ph. 914-332-8647  
c.carlin@att.net  
**Camille Carlin 5000+ sessions since 1987**

Highly-experienced moderator who has conducted thousands of focus groups and in-depth interviews. Extremely skilled at uncovering insights that will impact your business. Extensive qualitative experience with physicians, dentists, children, teens and consumers for projects in the pharmaceutical, health care products, health care, medical and food and beverage industries.

**City Research Solutions**  
Middleton, WI USA  
Ph. 608-826-7345  
mel@cityresearchsolutions.com  
www.cityresearchsolutions.com  
**Tom French 250 sessions since 1990**



**Clarion Research Inc.**  
New York, NY USA  
Ph. 212-664-1100  
info@clarionresearch.com  
www.clarionresearch.com  
**Steve Crane 1000+ sessions since 1990**  
**Jamie Stenziano 300+ sessions since 2006**

Clarion offers a complete portfolio of innovative & trusted qualitative solutions. Our qual team is a group of highly skilled strategic thinkers, equipped with the analytical & communication skills essential to understanding and interpreting key insights. Clarion's qual toolbox includes in-person, phone, and virtual focus groups, triads/dyads, in-depth interviews, online communities, online bulletin boards, ethnographies, and Street Sessions intercepts. When complex research designs call for both qualitative and quantitative, Clarion is uniquely qualified to apply its experience in both methodologies. For more on Clarion, visit www.clarionresearch.com and follow us on Twitter.

**Clear Seas Research**  
Troy, MI USA  
Ph. 248-633-4930  
info@mccopanel.com  
www.myclareopinion.com  
**Beth Surowiec 170 sessions since 1999**  
(See advertisement pp. 12-13)

**Complete Research Connection**  
Columbus, OH USA  
Ph. 614-220-4120  
info@crctr.com  
www.crctr.com  
**Chelle Precht 1000+ sessions since 1985**

With over 30 years of marketing research experience, CRC brings fun and energy to each and every study! We specialize in getting respondents to share their thoughts even on difficult topics and use a detail-oriented approach for all aspects of the study, including auditing and project management.



**ConneXion Research**  
Houston, TX USA  
Ph. 281-815-4940  
info@connexionresearch.com  
www.connexionresearch.com  
**Maricel Dominguez-Watson 560 sessions since 2007**

Maricel: Hispanic bilingual moderator; moderated research projects in consumer and packaged goods, non-profit, health care, financial services, energy, etc. Katelynn: Asian moderator, bilingual in English and Vietnamese; experience in retail, insurance and much more. Anthony: young, Hispanic, bilingual moderator with experience in market research, retail and customer service; his profile is perfect for moderating Millennials and teens. Dwayne: African-American moderator; knowledge and experience in various industries, ranging from retail to transportation to health institutions and technology.

**Consumer Convergence™**

New York, NY USA  
Ph. 212-302-9393 or 800-998-4777  
info@ConsumerCenters.com  
www.ConsumerCenters.com

**Andrea Schragr 2500+ sessions since 1984**  
**Mandel Schragr 2500+ sessions since 1985**

Using our Consumer Convergence™ model, Consumer Centers unlocks the inner voice of the customer, generating actionable results using innovative skills, experience and keen intuition. We anticipate trends and optimizes insights uncovering opportunities to keep our clients ahead of the changing global market. Our consultants use qualitative and quantitative methodologies: focus groups, online platforms, depth interviews, quali-quant, ethnography, usability and eye-tracking. Expertise includes B2B/B2C/financial/communications/emerging technologies/retail/new products/travel/pharma/advertising.

**Consumer Focus LLC**

Plano, TX USA  
Ph. 214-542-8787  
sstewart@consumerfocusco.com  
www.consumerfocusco.com

**Sue Stewart 500+ sessions since 2001**

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

**Consumer Opinion Services, Inc.**

Seattle, WA USA  
Ph. 206-241-6050  
jerry@cosvc.com  
www.consumeropinionservices.com

**Greg Carter 4000+ sessions since 1995**  
(See advertisement p. 44)

**Consumer Truth® Ltd**

Hinsdale, IL USA  
Ph. 630-325-4660 or 630-325-6902  
isabelle@consumertruth.com  
www.consumertruth.com

**Isabelle Albanese 5000+ sessions since 1997**  
**Ken Quaas 2000+ sessions since 2002**

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

**Creative Consumer Research**

Stafford, TX USA  
Ph. 281-240-9646 or 281-804-8171  
ppratt@ccrsurveys.com  
www.ccrsurveys.com

**Joyce Walter 700+ sessions since 1980**

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

**Dan Jones & Associates**

Salt Lake City, UT USA  
Ph. 801-456-6700  
info@cicerogroup.com  
www.djasurvey.com/

**Patricia Jones 2600 sessions since 1980**  
**Randy Shumway 1200 sessions since 1996**

Dan Jones & Associates, a Cicero Group Company, is a full-service market research and public opinion firm located in the heart of Salt Lake City. Our 30+-year leadership has made us the premier brand for market research in Utah. Our focus group facilities offer state-of-the-art technology. Our professional staff includes moderators that are PRC, ORI, RIVA and QRCA-certified. We also offer unrivaled recruiting and call center services.

**Daniel Research Group****Daniel Research Group**

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

**Steve Daniel 1000 sessions since 1984**

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

**Decision Analyst, Inc.**

Arlington, TX USA  
Ph. 817-640-6166 or 800-262-5974  
jthomas@decisionanalyst.com  
www.decisionanalyst.com

**Jerry W. Thomas 5000 sessions since 1969**  
**Melanie Lobo 450 sessions since 1998**  
**Roger Wallace 50+ sessions since 2001**

From in-person focus groups and depth interviews to ethnography and laddering techniques, Decision

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

**DigitalQual**

Hastings-on-Hudson, NY USA  
Ph. 914-478-1296  
lynn@digitalqual.com  
www.lynngreenberg.com

**Lynn Greenberg 6000+ sessions since 1979**

DigitalQual is a Collaborative Partnership of Independent Marketing Research Experts who have held senior positions at advertisers, advertising agencies and major market research companies. We are recognized experts in qualitative research with different specialties using emerging technologies and customized hybrid methodologies to provide actionable insights for client business decision making.

**DLG Research****DLG Research & Marketing Solutions**

Houston, TX USA  
Ph. 713-795-5503 or 281-589-8360  
info@dlgresearch.com  
www.dlgresearch.com

**Edgardo de la Garza 1000+ sessions since 1997**  
**Elvia de la Garza-Morales 1000+ sessions since 2000**

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

**DOYLE RESEARCH**

Thoughtful design. Richer insights.  
Smarter business decisions.

**Doyle Research Associates, Inc.**

Chicago, IL USA  
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info@doyleresearch.com  
www.doyleresearch.com

**Christine Efken 500+ sessions since 1995**  
**Jo-Ann Goodchild 750+ sessions since 1989**  
**Carole Schmidt 750+ sessions since 1990**  
**Alice Morgan 500+ sessions since 1996**

Qualitative research specialists: innovative, strategic and experienced. We work throughout the product lifecycle, with particular expertise in concept development, communications/messaging, segment deep dives, and the consumer journey. We have a toolbox of proven methods that allow for custom and mixed method approaches, including in-person, online, mobile, ethnographic and social media. Specialty products include Geo-Stories? (real-time geo-validated phone interviews), IHUtnographies? (qualitative IHUTs), QuickQual? (48-72 hours) and MineSights? (qualitative meta analysis).



**EurekaFacts, LLC**  
 Rockville, MD USA  
 Ph. 240-403-4800 or 301-610-0590  
 info@eurekafacts.com  
 www.eurekafacts.com  
**Maritza Matheus 1000+ sessions since 1999**  
**Jorge Restrepo 200+ sessions since 1994**  
**Alison Wurzel 75+ sessions since 2006**  
**Matos Rodolfo 300+ sessions since 2005**

EurekaFacts is a full service research firm. We have experienced, professionally trained, English and Spanish bilingual moderators and on-site recruitment and focus group facilities easily accessible by subway and bus. Expertise includes focus group moderation, cognitive and in-depth interviewing, usability testing. Audiences served: physicians and health professionals; Latinos, Hispanics; consumers; B2B; government; employees; hard to reach populations; educators and school administrators; multicultural audiences; children, teens, parents and seniors. Areas and fields served: concept and ad testing, consumer, social marketing, nonprofit, customer satisfaction, transportation, impact assessments, telecommunications, healthcare and pharmaceuticals, Health IT. For a virtual tour of our facility, visit our YouTube channel.



**First Insights**  
 New York, NY USA  
 Ph. 212-926-3700  
 info@firstinsights.com  
 www.firstinsights.com  
**Lon Taylor 500+ sessions since 1999**  
**Julie Rabin 300+ sessions since 2000**

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



**First Insights**  
 Chicago, IL USA  
 Ph. 312-455-0088  
 info@firstinsights.com  
 www.firstinsights.com  
**Lon Taylor 500+ sessions since 1999**

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

## FOCUS LATINO

QUALITATIVE & QUANTITATIVE  
 CONSUMER RESEARCH

**Focus Latino**  
 Austin, TX USA  
 Ph. 512-306-7393  
 gcafocuslatino@austin.rr.com  
 www.focuslatino.com  
**Guy C. Antonioli 3400 sessions since 1996**  
**Beatriz Noriega 4000 sessions since 1983**

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

**John Fox Marketing Consulting**  
 Cincinnati, OH USA  
 Ph. 513-658-3699  
 John@JohnFoxMktg.com  
 www.johnfoxmktg.com  
**John Fox 300 sessions since 1984**

Former Procter & Gamble brand manager, ad agency and research firm principal. Now doing research-based consulting, study design and analysis, focus group moderating, brainstorming facilitation, one-on-one executive interviewing, report-writing and coordination of full-service projects. Specializing in consultative analysis, including marketing insights, implications and indicated actions.



**Frieden Qualitative Services**  
 Sherman Oaks, CA USA  
 Ph. 818-789-6894  
 garytheg@aol.com  
 www.garyfrieden.com  
**Gary Frieden, Ph.D. 15000+ sessions since 1984**

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



**GKS Consulting LLC**  
 Evanston, IL USA  
 Ph. 847-571-3445  
 gail@gksconsulting.net  
 www.gksconsulting.com  
**Gail Straus 2100 sessions since 1995**

GKS Consulting offers specialized market research serving nonprofit institutions and other service-providing organizations. With more than 30 years of

institution- and agency-based experience, we work closely with clients to understand objectives, challenges and opportunities and then listen carefully to find the insight and perspective that takes strategy to the next level. As one client says: Gail brings a keen, rational research process paired with extensive marketing experience. Her moderation skills are exceptional whether group or one-on-one.



**Great Questions, LLC**  
 St. Louis, MO USA  
 Ph. 636-399-7746  
 Krista@GreatQuestionsCompany.com  
 www.GreatQuestionsCompany.com  
**Krista Knuffman 750 sessions since 1995**

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

**GTR Consulting**  
 Mill Valley, CA USA  
 Ph. 415 713-7852  
 gary@gtrconsulting.com  
 www.gtrconsulting.com  
**Gary Rudman 1000+ sessions since 1991**

For over 20 years, Gary Rudman of GTR Consulting has specialized in custom qualitative market research among kids, teens, gatekeeper parents and young adults (ages 21-35). We also offer our gTrend macro-trend syndicated studies on teens and young adults.

**Hardwick Research**  
 Mercer Island, WA USA  
 Ph. 206-232-9400  
 nancy@hardwickresearch.com  
 www.hardwickresearch.com  
**Nancy Hardwick 800+ sessions since 1990**

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



**Hartt and Mind Market Research**  
 West Hartford, CT USA  
 Ph. 860-236-1499  
 Jenifer@HarttandMind.com  
 www.HarttAndMind.com  
**Jenifer Hartt 1000+ sessions since 2001**

Tough recruit? Challenging project? Bring it on! We uncover actionable insights from the ultra-wealthy, C-suite, physicians, patients, entrepreneurs and consumers. We enjoy all qualitative research methods - whether interviewing groups and individuals in-person, telephone or on-line. Jen is a managing editor of QRCA's award-winning Views magazine. Curious, experienced, highly recommended, and fun to work with.

**Hispanic Focus Unlimited**

Pharr, TX USA  
 Ph. 956-501-4211 or 956-783-9907  
 hispanicfocus@aol.com  
 www.hispanicfocusunlimited.com  
**Ruben Cuéllar 2500+ sessions since 1995**

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

**Hispanic Identity - Identidad Hispana**

Recruitment and Research Services  
 Pasadena, CA USA  
 Ph. 323-841-9497  
 info@hispanicidentity.com  
**Liliana Caceres 1000+ sessions since 2000**

**Hispanic Perceptions - Consumer Insights Research**

A DBA of Caroline Promotions Inc., a Certified Women and Minority Co.  
 Glendale, CA USA  
 Ph. 323-841-9497  
 californiaconsultants@yahoo.com  
**Liliana Caceres 1000+ sessions since 2000**

**Hispanic Research Inc.**

Melbourne, FL USA  
 Ph. 888-722-6773 or 732-613-0060  
 info@hispanicresearch.com  
 www.hispanicresearch.com

**Ricardo A. Lopez 2000+ sessions since 1986**  
**Otto J. Rodriguez 1500+ sessions since 1999**

Hispanic Research Inc. is a marketing consulting firm that specializes in the U.S. Hispanic market. It provides consulting services to businesses that intend to market their products and/or services to the U.S. Latino community. The company specializes in providing actionable research information and marketing guidance. We have offices in New York, Florida, and California and serve all U.S. Hispanic markets (including Puerto Rico).

**Horowitz Research**

New Rochelle, NY USA  
 Ph. 914-834-5999  
 info@horowitzresearch.com  
 www.horowitzresearch.com

**Howard Horowitz 1500 sessions since 1983**  
**Adriana Waterston 450 sessions since 2001**  
**Nuria Riera 100 sessions since 1999**  
**Mariela Cufre 200 sessions since 2009**  
**Stephanie Wong**  
**Matt Zuckerman 100 sessions since 2009**  
**Nicole Ogando**

Horowitz delivers full-service and a la carte research with 30 years of experience, across the country and internationally. Our sophisticated approach to research design and analyses ensures you get not only answers to questions but findings contextualized to inform strategic business decisions. Our moderators develop great rapport with subjects on a range of topics, including but not limited to: TV programming, sports, advertising, new technology, travel and social/political issues. Qualitative B2B and B2C services include focus groups/online focus groups, one-on-one/dyads/triads, ethnography, videography and online community research. We're well-known for our expertise among Latino (Spanish/English; bilingual/bicultural moderators), multicultural and international consumers.

**Issues and Answers Network, Inc.**

Global Marketing Research  
 Virginia Beach, VA USA  
 Ph. 757-456-1100 or 800-223-ISSUE  
 clindemann@issans.com  
 www.issans.com

**Shelly Clark**  
**Carla Lindemann**  
**Peter McGuinness**  
**Amber Reilly**

Issues and Answers Network Inc. is a global marketing research firm providing cutting-edge quantitative, qualitative and hybrid methodologies - everything from survey and sampling design, in-house data collection and project management to data analysis, if needed. Four professionally-certified moderators will manage all aspects of qualitative projects - a sampling of experience includes focus groups, one-on-one interviews, dyads, triads and mini-groups - all conducted in multiple industries including alcoholic beverages, apparel, consumer durables, food, pharmaceuticals and telecommunications, just to name a few. (See advertisement p. 71)

**Just Qual+, LLC**

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

**Eric Swatek 16800 sessions since 1998**  
**Laurie Quercioli 5000+ sessions since 2008**

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

**Just The Facts, Inc.**

Arlington Heights, IL USA  
 Ph. 847-506-0033  
 info@jtfacts.com  
 www.jtfacts.com

**Bruce Tincknell since 1984**

Just The Facts Research Inc., strategic marketing qualitative experts; 30+ years highly-experienced in a range of industries, topics and subject matters: B2C, B2B, services and more. Choose traditional, in-person qual or cutting-edge online/Web groups and interviews. JTF handles all setup, recruiting, moderating from A-to-Z, even Webcams! Our unique Qual-Quant™ methods yield keen insights through specialized unaided techniques. Innovative Web methods access our Virtual Pod Room for groups/IDIs using cloud technologies. Clients no longer need to travel but can watch and listen in convenience and comfort from anywhere with their own PC. JTF also recruits respondents across the U.S. or globally. Clients value our ability to bring out the best in group dynamics, uncovering business insights and opportunities with significant growth/ROI.

**The Kiemle Company**

Greer, SC USA  
 Ph. 864-640-1701  
 fkiemle@charter.net  
**Fred W. Kiemle 200+ sessions since 1980**

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

**Lamberts Consulting GmbH**

Murnau, Germany  
 Ph. 49-8841-676-2237  
 elizabeth@lamberts-consulting.com  
 www.lamberts-consulting.com  
**Elizabeth Lamberts 3000+ sessions since 2001**

One moderator, 3 languages: Elizabeth conducts interviews in German, English and French to help clients gain consistent findings across countries while teasing out relevant insights unique to each market. 14 years of qualitative experience in healthcare, IT and B2B help her come up to speed quickly on challenging topics. She also enjoys consumer studies and implementing new client methodologies.



Market Strategy & Market Research

**Laukhuff Consulting Inc**

Indianapolis, IN USA  
 Ph. 317-436-7844 or 317-408-7673  
 slaukhuff@laukhuffconsulting.com  
 www.laukhuffconsulting.com

**Sharon Laukhuff 2000+ sessions since 1994**

Laukhuff Consulting was founded in 2009 by Sharon Laukhuff. Sharon is an accomplished researcher with more than 30 years in the market research industry. She has substantial experience with qualitative and quantitative research, and has worked on both the client and supplier sides of the industry; so has a nice 360° view of market research and the insights it can deliver. Sharon is a RIVA Certified Master Moderator and offers full service qualitative services. She is a passionate advocate for the respondent and thrives on representing the respondent to her clients.

**LGBT Research Insights**

Chicago, IL USA  
 Ph. 703-401-7743  
 Curt@lgbtresearchinsights.com  
 www.lgbtresearchinsights.com  
**Curtis Fedder 200+ sessions since 1985**

Bringing a unique perspective to qualitative research, Curt Fedder leads LGBT Research Insights which specializes in qualitative research with LGBT consumers. Working in collaboration with a Licensed Clinical Social Worker, Curt combines leading edge research techniques with psycho-social principles to provide insights that are more compelling and holistic than conventional research approaches.

**Listen Research, Inc.**  
 Trabuco Canyon, CA USA  
 Ph. 949-216-9161  
 kim@listenresearch.com  
 www.listenresearch.com  
**Kimberlie Harmon 1000+ sessions since 1997**  
**Anne Knight 600+ sessions since 1999**  
**Brandee Hawkins 200+**

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

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

Jan Lohs is known for qualitative research that brings depth of insight and understanding of consumers, B2B, and employees. She is skilled at drawing out the personal stories that bring to light the unconscious drivers of attitudes and behavior. Insatiably curious and committed to excellence on every project, whether domestic or international, Jan is passionate about qualitative research!

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

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



**Market Probe International, Inc.**  
 New York, NY USA  
 Ph. 212-725-7676  
 alan@marketprobeint.com  
 www.marketprobeint.com  
**Alan Appelbaum 100+ sessions since 1990**

Market Probe International has a dedicated team of moderators and qual managers. We offer traditional qual research as well as hybrid and virtual/online focus groups, IDIs and bulletin boards in the US and worldwide. Excellent quality, timely performance and expertise derived from over 40 years of business operation. 20+ country international network with English speaking moderators.

**Market Research Answers, Inc.**  
 Irving, TX USA  
 Ph. 972-756-1858 or 855-691-7300 (Toll Free)  
 harold.gross@marketresearchanswers.com  
 www.marketresearchanswers.com  
**Harold Gross 1 sessions since 1997**  
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Bill spent seven years as a cell biologist and team facilitator/trainer at SmithKline Beecham and four years at pharmaceutical market research firms Curtis Analytic Partners and V2 GfK before establishing O'Donnell Consulting in 2004. He has extensive new product and in-line domestic and international medical market research experience with both professionals and consumers across a broad variety of therapeutic areas. He has conducted professional seminars/workshops in the U.S. and U.K. and is a licensed psychologist.

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Katie founded OutsideIn Strategies, Inc. in 2001 after 12 yrs in marketing consulting to uncover powerful insights that drive action and change from the Outside In. We are fervent believers in the power of brands and the strategic imperative of connecting with your target at the highest order to ignite and sustain brand interest, passion, and loyalty. OutsideIn has a deep tool kit of qualitative approaches including traditional (in-person) as well as digital/mobile techniques (synchronous and asynchronous). We develop custom projects which combine traditional and digital methodologies to meet the needs of each projects' unique objectives. We are strong believers that the objectives (The Answer Plan) drive the methodology... not the other way around.

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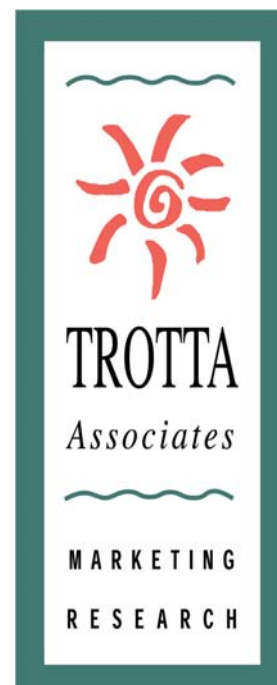
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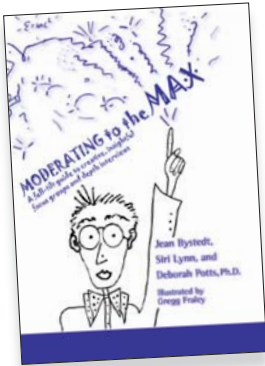


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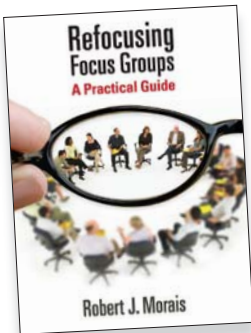
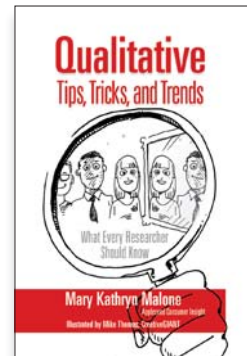
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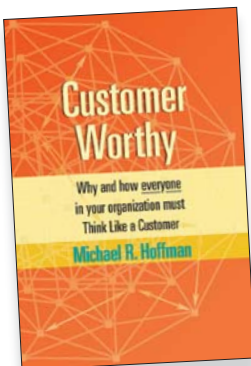
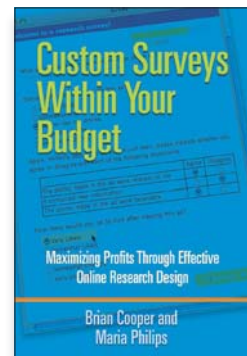
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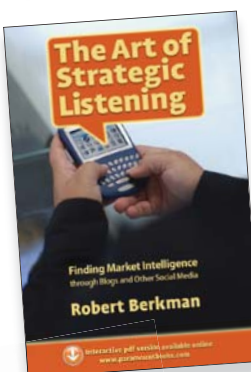
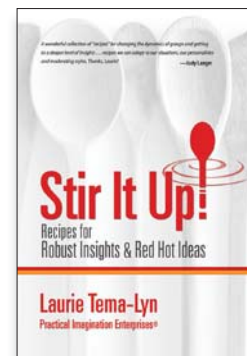
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# BEFORE YOU GO ●●● issue highlights and parting words

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## Coming in the June Quirk's

### ●●● the business of research

MR software expert Tim Macer presents his annual report on the current state of and future trends in technology usage in the research industry.

### ●●● business-to-business research

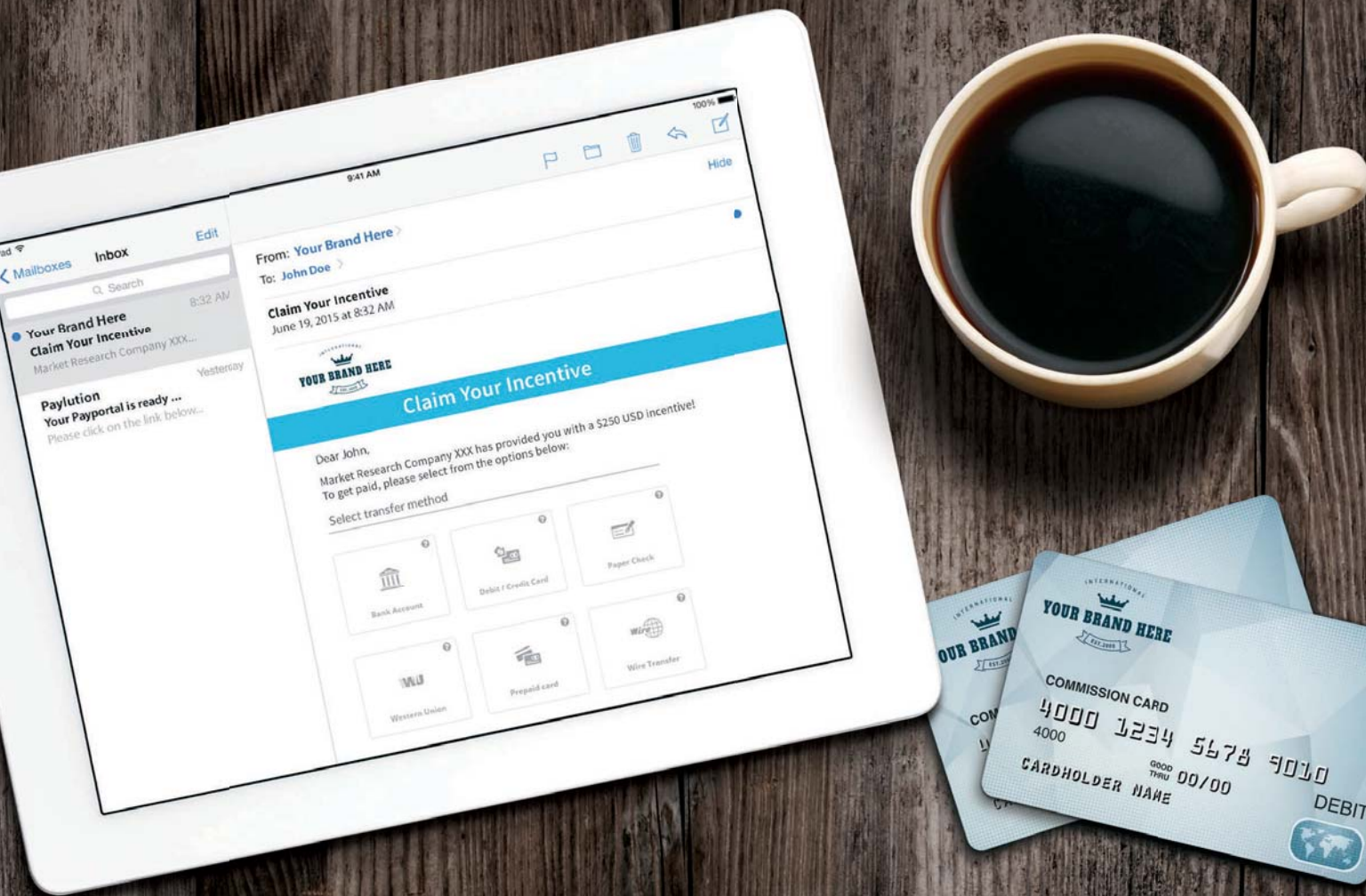
Gerry Katz looks at the differences between B2C and B2B research and what B2C researchers can learn from B2B approaches.

### ●●● technology research

Sean Campbell examines 10 things researchers need to know about the Internet of Things.

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