Puget Sound groups test POS materials

3 tips for boosting survey credibility

AAA club maximizes its NPS data

QUIRK'S

Marketing Research Review

The seeds of a relationship

Ethnographies helped plant-maker Monrovia dig deep with gardeners

July 2015
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CONTENTS

Quirk's Marketing Research Review
July 2015 • Vol. XXIX No. 7

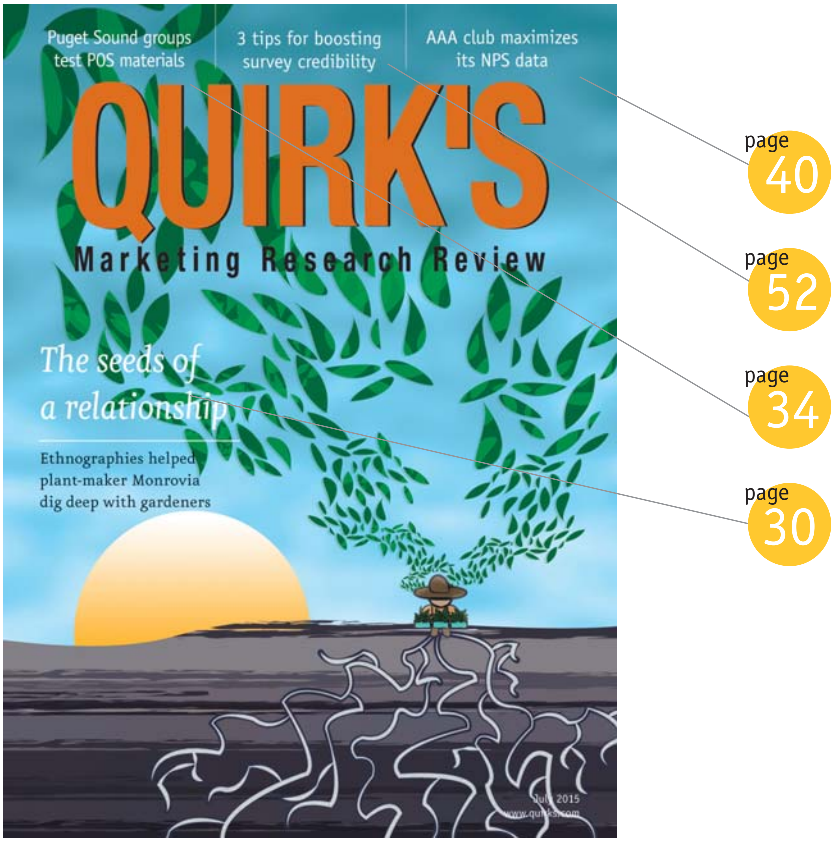

Illustration by Jennifer Coppersmith Design

ON THE COVER

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TECHNIQUES

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••• directories

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In addition to striving to be a top content provider in the marketing research industry, Quirk's also offers comprehensive searchable online directories for a variety of research services, including:

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articles/2015/20150625-1.aspx

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quirksblog.com/blog/2015/05/08/

MR's Earth Day reminder: The importance of being green
quirksblog.com/blog/2015/04/24/

ResearchIndustryVoices.com

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researchindustryvoices.com/2015/05/21/

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researchindustryvoices.com/2015/05/27/

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••• corporate image research

If the stock tanks, don't pass the buck

Honesty is the best policy, and a new study from the University of Missouri finds that companies can benefit when they publicly accept the blame for poor performance. Researchers found companies that performed poorly yet blamed other parties – such as the government, competitors, labor unions or the economy – experienced a significant blow to their stock and had difficulty recovering. Companies that accepted blame and had a plan to address their problems stopped the decline in their share prices after their announcement but those companies that blamed others continued to experience falling share prices for the entire year following their public explanation.

"Honesty is appreciated, especially when it's a difficult message from leaders," said Stephen Ferris, professor and senior associate dean at the MU Trulaske College of Business. "Investors will accept a forthright recognition of an honest mistake, expecting that corrective actions are likely to follow. When firms explain a negative event as due to an external cause, company leaders can appear powerless or dishonest to shareholders."

In the study, Ferris and his co-authors, Don Chance of Louisiana State University and James Cicon of the University of Central Missouri, reviewed company announcements from 1993 through 2009 and identified 150 announcements describing poor company performance. The researchers found that slightly more than two-thirds of the announcements attributed the poor performance to external forces. Ferris said that just taking responsibility was not the entire solution. When companies accepted the blame, they also had to explain how they were going to fix the problem. The study, Poor Performance and the Value of Corporate Honesty, will be published in the *Journal of Corporate Finance*.

quirks.com/articles/2015/20150701.aspx

••• automotive research

Appetite good for Apple electric vehicle

Consumers who own hybrid or electric vehicles have a high level of trust and interest in an electric vehicle that Apple plans to manufacture by 2020, a study by Farmington Hills, Mich., research firm Morpace has found.

The survey was conducted among more than 250 U.S. based electric and/or hybrid vehicle owners who are part of the Morpace MyDrivingPower online community. The study received a 44 percent response rate and was designed to gauge consumer appetite for Apple's electric vehicle.

The consumers in the online panel consistently held the Apple brand in high esteem. More than three-quarters of the consumers would be "somewhat likely," "very likely" or "extremely likely" to purchase an Apple electric vehicle.

Among the other notable highlights of the survey: 64 percent of consumers would be willing to pay between $30,000 and $50,000 for an Apple electric vehicle in 2020; another 22 percent would be willing to pay more than $50,001. The vast majority of consumers expect the design of an Apple electric vehicle to "be better" than other electric vehicles (79 percent). Tesla was named by consumers to be the best brand partner for Apple (42 percent).

Trade Talk

By Joseph Rydholm, Quirk's Editor

MREF continues longtime focus on education


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Joe Rydholm can be reached at joe@quirks.com

In August 1988, as I sat in Tom Quirk's office, interviewing in hopes of becoming editor of *Quirk's Marketing Research Review*, he told me that one of the main drivers for starting the magazine in late 1986 was education.

In his previous years as a researcher on the client side and the vendor side, he said he had encountered time and time again a lack of experience with and awareness of marketing research and the many business goals it could help organizations accomplish. His hope was that a monthly publication focused on presenting successful applications of research, across all industries, could help current researchers sell-in the value of the projects they were proposing while also generally raising the profile of research and helping establish it as a business discipline.

The rest, as they say, is history and as we approach the 30-year mark since the magazine's October 1986 debut, the drive to be involved in education is still strong. Earlier this year, Tom's son Steve, president of Quirk's Marketing Research Media, was excited to be involved in the launch of the Marketing Research Education Foundation (MREF).

The organization's stated mission is to "unify, inspire and activate the marketing research community to focus its collective resources to educate children worldwide." Some of the planned ways to do that include financial grants to educational non-profits, organized volunteer days at disadvantaged schools, mission trips to help educate children and financially supporting the building of schools in third-world nations.

Along with Steve Quirk, MREF board members include Jim Bryson, CEO, 20|20 Research; Steve Schlesinger, CEO, Schlesinger Associates; Howard Gershowitz, senior vice president, Mktg. Inc.; Carla Lindemann, COO, Issues & Answers Network; Ed Sugar, vice president, client services, Interviewing Service of America; Don Marek, former executive director, Marketing Research Institute International; and David Almy, CEO, Marketing Research Association.

The kickoff to the MREF was a brief ceremony at the Quirk's Event in Brooklyn, N.Y., earlier this year. Five members of the MREF executive board were on hand to grant $5,000 to Opportunities for a Better Tomorrow (OBT). Selected from four New York-based educational non-profits, OBT was founded in 1983 and provides education, training and job placement for both disadvantaged youth and young adults. More recently, in June MREF awarded Old Town Academy in San Diego a $5,000 grant to train teachers in project-based learning and common core subjects.

The MREF will be present at a number of industry events going forward, including the Corporate Researchers Conference in St. Louis in October (where a volunteer day is in the works), the Market Research Event in Orlando, Fla., in November and, of course, the 2016 Quirk's Event in Brooklyn in February. If you'd like to get involved, stop by and chat with a representative there or visit www.mrgivesback.org.

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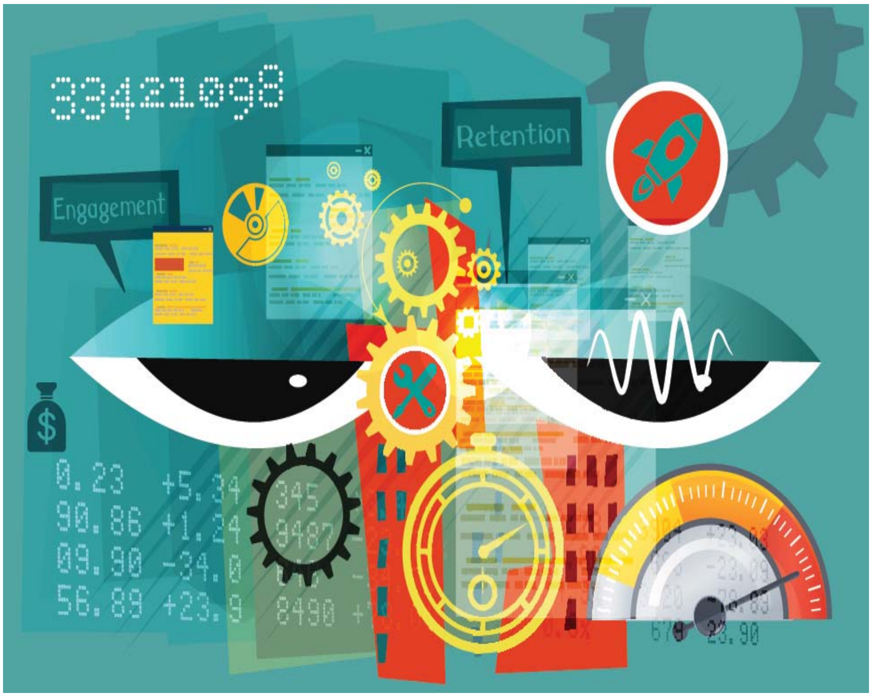


••• employment research

Employee engagement down but retention is steady

Midwest workers least-engaged

Employee engagement has dipped to its lowest point in eight years, according to data from the fifth annual Employee Engagement Trends Report from Quantum Workplace, an Omaha, Neb., human resources technology company. The report analyzed data from more than 444,000 employees at nearly 5,500 organizations.

"The data tells a clear story," says Greg Harris, president and CEO of Quantum Workplace. "Employee sentiment is moving to the middle. More employees are on the fence. They're generally favorable – they aren't necessarily trying to leave – but something is holding them back from truly engaging."

The report also found that while engagement declined, employee retention was relatively stable. The majority of retention-related items trended down with engagement. However, 76.1 percent of employees said it would take a lot to get them to leave their current position, which is a .23 percent improvement from the previous year, when employees were more engaged.

"While the drop in engagement is disconcerting, employers should be encouraged that the three most important drivers of employee engagement are identical to the previous year," Harris says. "All three involve the commitment and strategic communication of senior leaders. That should give us a good hint about how employers should respond to these findings."

Other highlights from the report include:

Men had higher levels of engagement than women. Almost 71 percent of men were engaged, compared to fewer than 68 percent of women.

Baby Boomers (employees 66 years old and older) were the most engaged age group, followed by the youngest Millennials (25 years old and younger).

Employee engagement was lowest in the Midwest. In fact, the Midwest (as defined by the Census Bureau's regional designations) was nearly 10 percentage points lower in engagement than the South, which had the highest level of engagement.

The top three most-engaged industries were: management of enterprises, real estate and construction. The least-engaged industries were: public administration, manufacturing and nonprofit.

More than 20 percent of survey-takers responded with uncertainty to nine out of 37 survey items. This represents a decrease in confidence compared to the previous year when employees responded with this much uncertainty to only six survey items.

Executives declined in favorability on only 22 percent of the survey items, while hourly employees declined on 70 percent of the survey items. Executives were more favorable than hourly employees on every survey item. The complete report is available at www.quantumworkplace.com/2015trends.

quirks.com/articles/2015/20150703.aspx

••• automotive research

Who's most connected to connected cars?

Does Gen Y hold the key(s)?

Although Generation Y has yet to make a major impact on the new car market, Nuremburg, Germany-based research company GfK believes that this age group's interest in all things tech is going to be critical for the future of the connected car industry.

GfK recently conducted a study in six key countries – the U.S, the U.K., Germany, Brazil, Russia and China – looking at which features of connected cars (such as entertainment, safety and behavioral tracking) appeal most to certain age groups.

Across Germany, the U.K. and the U.S., the study showed that 46 percent of drivers aged up to 34 (Gen Y) find the idea of a fully integrated in-car entertainment system very or extremely appealing. This is more than double the percentage (20 percent) for drivers ages 45 and over.

The picture is even more positive in the developing car markets of Brazil, Russia and China, with in-car entertainment appealing strongly to over half (55 percent) of those aged up to 34, compared to just a third (33 percent) of those aged 45 and over.

Why should car manufacturers and in-car tech companies focus on Gen Y? The upper band of Gen Y drivers – those aged 25 to 34 – are heavier drivers than other age groups. In the developed markets surveyed, they spend an average of five hours a week driving, compared to 4.6 hours for those aged 45 and over; and in the developing markets, the figures are 6.1 hours versus 5.6 hours.

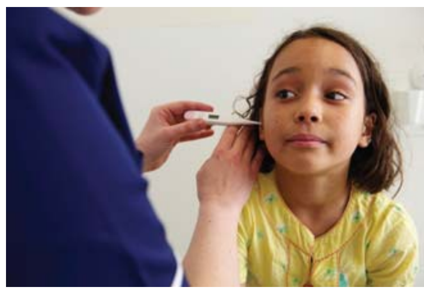
Gen Y drivers also aspire to certain driving experiences that connected cars can readily tap. In Germany, the U.K. and the U.S., drivers aged up to 34 are more likely to want to feel "proud" (20 percent, compared to 10 percent of those aged 45 and over) and "excited" (13 percent, compared to 7 percent of the older group) while driving. These aspirations are also seen in Brazil, Russia and China but more evenly across the age groups: 24 percent of both age groups want to feel "proud" while driving; and 18 percent of drivers aged up to 34 and 17 percent for those aged 45 and over want to feel "excited."

Finally, three-quarters (75 percent) of Gen Y drivers in the developed markets surveyed – and 79 percent in the developing markets – believe that they are likely to be using their own, personal car in five years' time.

"These factors combine to make Gen Y drivers an attractive audience for connected cars – especially as they grow closer to the age at which people tend to become new car buyers," says Frank Härtl, global lead for automotive at GfK. "What the industry needs to do is find ways to let Gen Y drivers experience connected cars now – and that means outside of the direct purchase cycle – so that they discover that cars deliver the emotions of excitement and pride in a car that they aspire to."

Gen Y may get this crucial experience with connected cars through alternative business models, such as pay-as-you-go car rental or hire services (e.g., Zipcar), which GfK's study shows are particularly interesting to Gen Y drivers. Across Germany, the U.K. and the U.S., roughly one-third (34 percent) of drivers up to 34 years old say they are likely to, or definitely would, consider using a pay-as-you-go service instead of owning a car. This contrasts to just 19 percent of those aged 35 and over. And the appetite is even higher among younger drivers in Brazil (40 percent), Russia (44 percent) and China (64 percent).

"By including connected cars in the growing car-sharing services, the industry can give younger drivers an opportunity to discover this technology and fall in love with the experience it delivers. Current car-sharing services require an interaction with technology – Web site booking, apps for locating/unlocking vehicles – that Gen Y consumers already enjoy – so adding connected car technology to this experience will be a natural progression for them. And with this 'foot in the door,' the industry then has an engaged audience that should drive future demand," Härtl says.



••• hispanic research

Hispanic health insurance levels up, satisfaction down

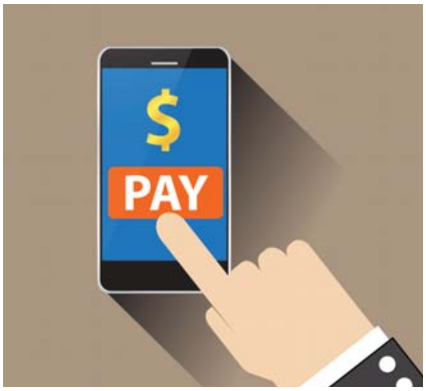
Insured? Yes. Happy? No.

In a recent study conducted by ThinkNow Research, Burbank, Calif., when Hispanics were asked if they currently had health insurance, 83 percent said yes, compared to 77 percent who said yes in November 2013. At the same time, the source of this insurance has changed considerably. While 42 percent got their insurance from their employer in 2013, that number declined to 36 percent this year. Eleven percent of Hispanics state they get their insurance through either the federal or a state ACA exchange this year, which is more than any other ethnic group. "This increase in health insurance coverage among U.S. Hispanics highlights the market potential for health insurance companies and hospital organizations looking to target this group," says Mario X. Carrasco, ThinkNow Research partner.

The number of uninsured Hispanics dropped from 20 percent to 16 percent and while the trend has been away from their employer as a source of insurance and toward the ACA, Hispanics' overall satisfaction with their health insurance has also shifted. When asked how satisfied they were with their current health insurance, in November 2013, 89 percent said "very satisfied" or "somewhat satisfied." In May 2014, that dropped to 84 percent and for 2015 it fell even further to 81 percent.

Regarding how pleased people were with Obamacare, across ethnicities, results varied greatly. Of those who were very or somewhat pleased with the ACA, Hispanics came in at 47 percent, whites at 35 percent, African-Americans 60 percent and Asians 50 percent.

While acceptance and enrollment in ACA continues to grow, there are still a lot of questions surrounding it. With nearly 12 million subscribers on the books, it certainly looks as though the Affordable Care Act is working but there are still some issues to address. Unhappy customers abound, whether it's due to the Web site, pricing or the product itself, and there needs to be an increased focus on the customer experience. Health care for all is a laudable goal but reaching that goal is the challenge.



••• financial services

Are shoppers paying attention to mobile payment?

A knowledge deficit

As the infrastructure for widespread use of in-store mobile payment locks into place across the U.S., the industries involved can accelerate adoption by better educating consumers on the performance and ease of use of mobile pay services, a survey by Verifone of U.S. consumer attitudes suggests.

Conducted online by Wakefield Research among 1,000 adults 18+, the survey took place during the busy holiday shopping season, between December 16 and December 23, 2014, timed to coincide with maximum consumer interest in retail payment options.

More than half of respondents – 53 percent – said it was important for more stores to install devices that enable consumers to pay with their smartphones, indicating wide receptivity to mobile pay options once they're provided. The response was significantly higher among younger consumers; 64 percent of respondents aged 40 and below agreed that more stores should install devices that allow customers to use smartphones to pay.

Additionally, 84 percent of respondents said they would use their smartphones to pay for small and medium purchases, such as a cup of coffee or pair of jeans.

At the same time, the survey showed that half of consumers polled were unfamiliar with mobile technologies such as near field communication and mobile wallets. Similarly, half of respondents said they were unlikely to shop in a store because it used in-store tracking technology to provide offers on mobile devices.

"This is a classic case of new technologies needing to reach critical mass before consumers come on board," says Joe Mach, senior vice president and general manager of vertical solutions at Verifone. "Today, in 2015, the pieces are fitting into place. What's essential now is for the industries driving the mobile payment revolution, from finance to retail to systems providers, to educate consumers on mobile payment's benefits and easy use."

Other key survey data include:

Credit/debit cards remain the primary method of payment for 63 percent of all survey respondents, with 6 percent favoring alternative payment options such as PayPal and 4 percent preferring mobile wallet services.

A total of 54 percent of survey respondents are familiar with EMV technology. Of this group, 39 percent use credit or debit cards that have EMV chips as their primary or secondary payment method; among respondents under 40 years of age, 49 percent use credit or debit cards that have EMV chips as their primary or secondary payment method.

More than half of respondents – 56 percent – are willing to continue shopping at a store whose credit card information was stolen; the number of consumers who are less likely to continue shopping at such a store was 44 percent.

Among the advantages cited to using smartphones instead of traditional payment methods, speed of use ranked first (34 percent), followed by freedom from carrying a wallet (29 percent), access to mobile deals (24 percent), ease in tracking spending (23 percent) and safety of personal data (18 percent).

"The survey data illustrate a typical early adopter scenario – high awareness among younger consumers, which is the essential precursor to mass market adoption," says Mach. "The mobile payment industry is an industry on the cusp, with so many components essential to success, such as EMV and ApplePay, coming into focus for the first time and delivering real value to the end user."

Wakefield Research engaged survey respondents first with an e-mail invitation, followed by a 13-question online survey. Magnitude of variation is approximately 3.1 percentage points.

••• restaurant research

When servers strike back

How managers can handle angry waitstaff

As long as there are servers in restaurants, there will be disagreeable customers who give them a hard time. Are those customers always right? And how should a server respond?

A server's response in a tense situation reflects – positively or negatively – on the server, the customer and the company, says Emily Hunter, a workplace deviance expert and assistant professor of management in Baylor University's Hankamer School of Business. "When we think about someone else being right, it tends to make us defensive and argumentative," Hunter says, adding that, in those situations, it's in everyone's best interest to keep revengeful retaliations in check. "If the server can focus on improving the customer's experience and satisfaction, that is a win-win-win for the server, customer and company."

Hunter co-authored a study of 438 service employees (servers, hosts/hostesses, bartenders, cashiers, etc.), which showed that the vast majority of those surveyed engaged in some sort of counterproductive workplace behavior when aggravated by a customer. Among the offenses: 79 percent made fun of a customer to someone else; 72 percent lied to a customer; 43 percent argued with a customer; 19 percent confronted a customer about a tip; and 6 percent owned up to contaminating a customer's food.

"It doesn't matter so much whether the customer is right or wrong," Hunter says. "Instead of getting defensive and argumentative, servers can try to remove the question of who is right and reframe the situation, focusing on how to make this customer's experience better."

Employers and managers can take preemptive steps to help their employees engage with meal-time curmudgeons. Hunter offers the following tips:

- Train employees to use healthy coping strategies, such as emotional detachment from customer interactions.
- Institute an open-door policy so employees feel comfortable to seek management's help with a customer.
- Provide frequent rest breaks to help servers reduce stress, refresh and reenergize.
- Empower employees to provide small discounts or reparations as needed.

"It is well-known in the research literature that providing employees with greater job control helps them cope with stressful demands at work," Hunter says. "Providing servers with more control, flexibility and empowerment to handle customer issues can buffer the buildup of stress and prevent employees from retaliating at their customers."

••• health care research

No need to shop around

For many, health care costs don't merit price-comparing

More than 59 percent of Millennials, ages 18 to 34, report using the Internet to check the price of consumer electronics and 35 percent comparison-shop online for automobiles. But when asked about medical or dental care, the numbers plummeted to 19 percent, according to a survey from FAIR Health, a New York-based health care information nonprofit.

The FAIR Health survey results come at a time when high-deductible health plans and narrow and tiered medical networks are becoming more widespread. Consumers are being asked to bear more of the cost of their medical and dental care and become more engaged in their health care decisions. Comparison-shopping for medical and dental care is one way they can save money and become better informed.

The 2015 survey of more than 1,000 adults in the U.S. also reveals that half of consumers are surprised by their out-of-pocket medical expenses. Consumers aged 55 to 64, who may be facing increased health issues as part of the natural aging process, are most likely to say that out-of-pocket medical costs are much more than they expect, especially when compared to Millennials (ages 18 to 34) and seniors (age 65+). Millennials are relatively healthy due to their youth and seniors qualify for Medicare, which has deductibles and copays that are modest compared to many commercial plans.

Despite the Millennial generation's reputation for digital savvy, when it comes to using technology to check the cost of medical and dental care, there was no significant difference between them and other age groups. "Since many Millennials are dealing with their own insurance for the first time, the new health care paradigm that requires more consumer engagement and cost-sharing is the only model that many of them know," says Robin Gelburd, president, FAIR Health. "While it might seem odd that they are not using their technology skills to comparison-shop online for health care, this will likely change as they age and need more complex care and health care costs become more transparent. It also may point to the need for more education about health insurance and reimbursement models for those new to the workforce and private insurance."

According to the FAIR Health survey, a third of all consumers said their out-of-pocket medical costs were much higher than expected. This percentage jumps to 39 percent among Baby Boomers in the 55-to-64 age group, yet only 14 percent of Boomers state that they comparison-shop for health care online. Women (35 percent) were more likely than men (28 percent) to say that their out-of-pocket medical costs were in line with their expectations.

Q

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Product and Service Update

••• marketing research

Free marketing ROI template

How did your campaign perform?

London School of Marketing has published a free template to help marketers measure the financial return of their marketing campaigns. It is now available for download at http://bit.ly/1PVy6MI. "The digital world is flooded with tools that marketers can use to measure their performance. However, while landing page hits and CTA clicks are useful for tracking performance and growth, senior management teams are generally more interested in the bottom line," said Gimhani Gunasinghe, head of marketing for London School of Marketing, in a press release. "This is why financial return on investment statistics are so valuable. This template is ideal for simulating campaigns before you actually run them. It will show the potential scope for the ROI and help to optimize it by highlighting costs that could be adjusted. Simulating campaigns can also help you show your employers what your campaign could expect to achieve and thus help secure the budget for it."

quirks.com/articles/2015/20150704.aspx

••• panel research

Kinesis enhances panel offerings

Improvements target mobile response rates

Kinesis, an Austin, Texas, research software company, is now offering responsive e-mail templates, along with other enhancements, to improve response rates in online panels. The enhanced capabilities are designed to increase response rates among mobile users such as Millennials and automate other panel management processes. Panel managers will be able to launch projects to multiple communities and brands concurrently. This will reduce the setup and test time for invitations and overall complexity of managing a large online panel to multiple audiences and across different panel sub-segments. In addition to simplifying the e-mail process, Kinesis is also enhancing the e-mail design process with responsive e-mails (Web and mobile-friendly) and pre-built design options including for Mobile Short Messages, particularly SMS and in-app messaging.
www.kinesissurvey.com

••• research communities

Chatter Zone community debuts

Includes kids, teens, parents

U.K.-based DJS Research Ltd. has launched a parents, kids and teens market research community, Chatter Zone, comprised of 100 kids and teens, aged between 8 and 18, and a further 50 moms and dads, with children within the same age range. Clients who choose to include the community in their market research strategy can choose from a variety of different tasks for participants to complete, such as: forum discussions, consumer feedback, creative tasks, mini-polls, surveys and personal tasks. The tasks will be completed over a four-week period and once finished, the Chatter Zone team will prepare a report including visuals, videos, case studies and infographics, all used where appropriate.
www.djsresearch.co.uk

••• mobile research

FocusVision, AOL partner for mobile MR white paper

Best practices for incorporating video

Stamford, Conn., research firm FocusVision has produced a white paper in partnership with AOL that examines mobile video viewing behavior among survey respondents. The paper, entitled Survey Design for Mobile Video, encompasses primary research on respondent behaviors and sets forth best practices for researchers incorporating mobile video into survey outreach. "Over the past two years alone, online video views are up more than 500 percent worldwide, with one-third of viewers accessing digital video via smartphone," said Denise Brien, senior director of consumer analytics and research for AOL, in a press release.

"We felt that the consumer's preferences and expectations for mobile video had been largely overlooked, so with this research we set out to understand why mobile online viewing has accelerated so quickly and to determine the keys to optimizing the mobile experience from the consumer's perspective." The primary goal of the first phase of the research was to evaluate the effectiveness of advertising in mobile video compared to other platforms. The second phase was designed to understand the optimal mobile video experience from the consumer's perspective. The research initiative covered the consumer's full mobile video experience, including core elements of both video content and video advertising. Specific data points encompassed video length, content types, differences in video viewing by platform (phone, tablet and computer), app versus browser viewing and more. The white paper can be downloaded at http://bit.ly/1cVeaxb.

••• hybrid research

20|20 Research offers quant/qual service

Aiming for cross-platform connectivity

20|20 Research, Nashville, Tenn., launched a new service called Quant+Qual, which provides researchers with projectable quantitative data with a qualitative component. By strategically placing application programming interfaces in quant studies, 20|20's technology is designed to help different survey platforms (including social media) connect and talk with one another, directing respondents to and from panels, other studies or third-party analysis tools. The service will provide survey programming and hosting, sampling and data collection and can handle samplings of up to 500 individuals. Interviews can accommodate approximately 30 questions, which could be either multiple-choice/multiple-answer, rating/ranking, open text, sum text or percentage weight or matrix/grids. The service will also be able to tap into 20|20's nationwide panel. The new service is intended to provide quantitative data collection for lightweight, tactical quantitative needs in the U.S. only; it is not yet a global service. At this point, it will not include complex quotas or skip pattern logic, algorithms or in-survey calculations or specialized questions/reporting needs such as maximum or conjoint differentials. The research tech firm will also not analyze the quantitative data.

••• customer experience

Report calls for new methods for B2B CX

Less reliance on surveys

Walker Information, Indianapolis, has released the report, The Optimized CX System, which unveils an approach to customer experiences that is designed to leverage what currently works and overcome the inadequacies that exist. The report calls for B2B customer experience professionals to embrace new methods that create value for their customers and their firms and improve the experiences customers have with the products, people and processes they encounter. This includes reducing the reliance on surveys and taking advantage of evolving analytic techniques. The Optimized CX System uses multiple tools and resources to identify, address and improve customer experiences. It is less focused on the mechanics of traditional customer experience management programs and is more focused on systems that will prompt action and create business impact.
www.walkerinfo.com/optimizedcx.asp

••• qualitative research

Get qualitative expertise by phone

A QRC ECN

Fanaticall Inc., a Washington, D.C., SaaS firm, has launched the Qualitative Research Consultants ECN, an expert calling network (ECN) connecting qualitative research consultants with organizations or businesses seeking their expertise via paid telephone calls. Some researchers included in the initial launch of the ECN include: John Canova of Canova Research and Strategy; Rose Marie Garcia Fontana of Garcia Fontana Research; Nancy Hardwick of Hardwick Research; Ted Kendall of TripleScoop Premium Market Research; Nancy Pelech of Point of View Research; and Terri Sterling Donovan of Sterling Communications.
https://qrc.expertcallingnetwork.com

••• consumer psychology

CivicScience makes happiness study data available

Mine the crosstabs

Pittsburgh research firm CivicScience has made a research study available to the public in hopes of furthering the collective understanding of happiness and its root causes. Called Profiling Happy, the study looks at reported levels of happiness from over 262,000 Americans and their relationship to thousands of other attributes for demographics, lifestyle traits, media behaviors and other characteristics. CivicScience has published the study's set of aggregate crosstabulations to allow researchers, journalists and other individuals to analyze characteristics that are most correlated with happiness and unhappiness. It is available for download at http://info.civicscience.com/profilinghappy.

Briefly

■ Swedish eye-tracking firm Tobii Pro has redesigned its Tobii Pro Glasses 2, improving the slippage compensation technology to provide more accurate data. In addition, Tobii Pro has enabled a gyroscope and accelerometer in each Glasses 2, allowing researchers to access and analyze head and body movement along with the eye-tracking data. All current Glasses 2 customers will receive the upgrades free of charge via an upcoming firmware update.
www.tobii.com

■ Maidenhead, U.K., researcher Nutshell has launched a mobile app, Nutshell Mobile, designed to provide task and diary-based surveys to consumers and then gather data on their experiences via video, image, audio or questions.
www.nutshell.com

■ Fashion Snoops, a New York trend tracking company, has introduced an online platform to examine the interaction between fashion, style, technology and other cultural influences. It provides trend mapping and video clips that show how trends evolve and forecasts how the trends may impact a business.
www.fashionsnoops.com

■ Digsite, a Madison, Wis., qualitative online community specialist, has introduced a Digsite Partner Program with 10 inaugural Digsite partners. The partners are research consultants who have trained and worked with Digsite and are now available to help companies in planning, managing and analyzing their Digsite communities.
www.digsite.com

■ France-based Ipsos has launched a suite of geolocalized research offerings. The first has launched in North America and uses Google Opinion Rewards, a Google Consumer Surveys app. Utilizing location data of respondents that have opted-in, researchers can measure the satisfaction and loyalty of major retail, restaurant and hotel chains.
www.ipsos.com

■ Shelton, Conn., researcher SSI has launched the SSI Proximity Sample, a geolocation tool that is part of its integrated mobile survey solution which includes the SSI QuickThoughts mobile data collection app and SSI QuestTest, an automated tool that tests for errors and abnormalities in surveys. The solution, fully integrated into SSI's technology platform, is designed to provide flexibility by enabling the collection of in-the-moment data.
www.surveysampling.com

■ Influence Search, a dashboard that identifies people, media and brands for specific topic niches, has been launched by Demographics Pro, Carrboro, N.C. The product is available by dashboard or API.
www.demographicspro.com

■ Translation Cloud, Jersey City, N.J., is now offering captioning and subtitling services for videos and films. The expansion is in response to the FCC requirement of all videos to offer both open and closed captioning on the Internet.
www.translation-services-usa.com

■ Southampton, U.K., firm eDigital Research is now able to embed surveys directly into company survey software and then prompt feedback via beacon technology.
www.edigitalresearch.com

■ Boston software firm Crimson Hexagon has added the Audience Affinities feature to its ForSight platform. Affinities utilizes more than seven years of social media data to find insights about the interests of customers and target markets. The insights can then be used to improve the ROI of advertising buys, consumer research and brand messaging.
www.crimsonhexagon.com

■ Israeli software firm AppsFlyer has introduced a television attribution tool to track new user installs in a specific area after an ad has run in that region. This will allow companies to track their TV campaigns, analyze performance and adjust its planning as needed.
www.appsflyer.com

■ Luxembourg technology firm Talkwalker has launched a suite of social media data applications designed to provide instant analysis of social media data. The firm opened a New York office in February and hired Todd Grossman as CEO Americas.
www.talkwalker.com

■ Toluna QuickSurveys has introduced a survey platform designed to provide an engaging and interactive experience for the participant. The platform is compatible with all devices and offers over 25 question types aimed at maximizing survey completion rates.
www.toluna-group.com

■ Stockholm software company Cint has launched Engage MR, a tool for improved panel management. It includes panel recruitment features that allow fast calculation of ROI on different recruitment patterns along with a user-friendly interface for panel setup and management.
www.cint.com

■ Adaptive Insights, a San Francisco software firm, has unveiled a new service, Adaptive Solutions, which provides a collection of pre-configured best practices frameworks. The first component, Adaptive Revenue, integrates sales, service and financial data and with corporate goals, quota planning, commission and sales compensation models. The company also introduced over 20 new enhancements to its Adaptive Suite, including the ability to incorporate sales, service and customer data directly into its Adaptive Discovery dashboards.
www.adaptiveinsights.com

■ Mavrck, a Boston specialist in social media influence measurement, has introduced Fan Grader, which will track a brand's Facebook page to identify its degree of engagement and its top 100 fans. The tool pinpoints fans who contribute the most posts, then analyzes their likes and the replies to their posts to further identify the fans who engage their friends.
www.mavrck.co

■ Montreal research firm iPerceptions has released its Universal Code to all users of its Active Research Platform. The Universal Code centralizes all of iPerceptions' voice of the customer research projects into one code, letting users create and manage multiple research projects with almost no reliance on IT resources. Once the script is on all pages of a Web site, marketers can control their own research via the Active Research platform.
www.iperceptions.com

■ Research Now has launched its Dermatology Panel, to provide insights into the practices, treatments and sentiments related to dermatology. This is the company's seventh market research panel based around therapeutic areas.
www.researchnow.com

■ Teletrax Inc., Eindhoven, The Netherlands, has launched its new TV Audience Sync product powered by Nielsen Twitter TV Ratings.
www.teletrax.tv

■ Gain Theory, London, has launched as a marketing foresight consultancy that will be led by Worldwide CEO Jason Harrison.

■ Marketing and Research Resources Inc., Frederick, Md., is marking its 25th anniversary of research work.
www.m-rr.com

■ SurveyAnalytics, Seattle, has launched a new version of its online research platform, SurveyAnalytics 8.0.
www.surveyanalytics.com

■ GlimpzIt, a visual dialogue platform based in San Francisco, released its first enterprise product, a platform for marketers to communicate directly with customers on their mobile phones and to receive customer feedback in the form of photos and videos.
www.glimpzit.com

■ Tractica, a marketing intelligence firm based in Boulder, Colo., announced the launch of its new Biometrics Advisory

Service, a subscription-based market research and analysis tool that provides strategy insights and market data for companies in the biometrics sector.
www.tractica.com

■ SiteZeus, a Tampa, Fla., start-up, is now offering its site-selection services, targeting retail, health care, restaurant and hospitality brands with more than 10 physical locations.
www.sitezeus.com

■ Beringer wine and its agency TWINOAKS are introducing tasting stations, which have been installed in 1,000 Kroger stores across 20 states. The tasting stations allow the customer to taste three varietals of Beringer wine using a single, nonalcoholic flavor strip placed in front of the bottles, in an effort to instill confidence in the consumer's wine selection.

■ Ipsos InnoQuest, part of New York research firm Ipsos, has launched overnight concept testing with optimization.
www.ipsos.com/innoquest

■ Mozilla is unveiling its Suggested Tiles ad platform, allowing marketers to serve targeted ads to Firefox users. The platform involves categorizing Firefox users based on their frequent and recent browsing history and showing users tiles from marketers who want to reach people in specific segments. The program will launch around 30 targeting categories including news, games, movies and automotive. Mozilla will begin beta testing and expects the platform to fully launch this summer.

■ Apex Ops Group, which has been the operational center for Honeoye Falls, N.Y., research firm KJT Group, handling its sampling, survey programming, recruitment and data processing, is now also offering its services to other firms.
http://kjtgroup.com

■ Vision Critical, a Vancouver, British Columbia, customer intelligence platform provider, launched its Consumer Goods Intelligence Suite, a software solution created to help consumer packaged goods companies with business decisions.
www.visioncritical.com

■ Reston, Va., research firm comScore has introduced its Industry Trust Solution for programmatic buyers. It will allow advertisers to include viewability and anti-fraud metrics into their pre-bids. The metrics include attributes such as top properties rankings, viewability ratings and nonhuman traffic ratings. They are the latest offering in comScore's Industry Trust Initiative aimed at alleviating industry issues such as ad fraud, non-human traffic, Internet piracy and promoting "trusted transactions" between buyers and sellers in digital advertising. The pre-bid metrics are available in 44 markets, including the U.K., Australia, Canada, France, Germany, Italy, Spain and the U.S.
www.comscore.com

■ Chicago research firm IRI has launched a suite of software solutions, the Innovation Solution Portfolio, which includes a platform for new product concept testing. It is aimed at reducing the cycle time for testing multiple new products to days rather than weeks or months.
www.iriworldwide.com

■ In Surrey, U.K., research firm Bonamy Finch has introduced its BoFiLer, a tool to determine the quality of a segmentation study. The tool provides a single score based on a set of measures and compares the study with others developed for the project as well as other segmentations in the database. The performance indicators capture both statistical and pragmatic properties of a segmentation solution.
www.bonamyfinch.com

■ Dubai-based online health care specialist 42 market research has launched a new research panel in Bulgaria.
www.42mr.com

Tips from a market research Bond girl

| By Jennifer Schranz

snapshot

From using tools and gadgets to exuding charm, Jennifer Schranz looks at what moderators can learn from Agent 007.

When it comes to moderating, I'm generally a bond girl. Not Bond as in James Bond but bond as in glue, cohesive, connect, relate, link, etc. One key to being a successful focus group moderator is to be the bond that connects all the bits and pieces of the project together, from project design to conducting the research to the final report. But sometimes you have to be a Bond girl as well. Let's look at some of the things moderators can learn from Ian Fleming's suave super spy.

Sharpen your detective/spy skills. James Bond never got into a situation where he didn't know who the key players were or the key threats. Follow that lead and do your homework in two main areas: topic-focused and client-focused.

For topic-focused detective work, you need know as much as possible about the focus group topic including but not limited to: your client's position in the market; key competitors in the market; market/product trends; pros/cons of product offerings; key traits of the target participant; and how to pronounce everything (i.e., if you're moderating a group about Mezcal and Tequila, you need to know the region, Oaxaca, is pronounced wa-hah-ka; don't be caught off guard!).

For client-focused detective work, your purpose is to answer questions for your client. Make sure you fully understand the business objective and goals for the research. Don't just probe your group participants. Interrogate your client to know everything possible in order to run a better focus group.

Use your tools/gadgets. While we may not have trick briefcases or invisible cars, moderators have a bevy of tools from which to choose. Make sure you have the right tools for the job.

- Moderator guide. Obviously, the most important tool is the guide. This should be well thought-out to cover all research objectives and organized to flow well. Add probes and reminder notes for yourself as needed. Remember this is a guide and not something to read from word for word (i.e., eyes on paper and not making eye contact with your participants).
- Timer. You'll need some way to tell time so you start and finish on time and make sure you leave enough time to cover all topics. Maybe this is your phone or a stopwatch. Pick what works for you and be sure to use it.
- Tablet. I find it helpful to have a tablet in the room with me. I use this tool as my timer as well as for receiving additional questions from the viewing room via instant message (no more runners with Post-its).
- Video cameras. Recording the groups is beneficial for clients as well as for you. It will capture what is said along with body language and tone of voice (you won't want to mistake that sarcastic comment!) for use in reporting. Established facilities will have this for you. If your group is not in an official facility, look into setting up cameras.
- Smart board/flip chart. Think ahead – do you need something to write on during the group?
- Other technology. As technology becomes more integrated in our lives, think about

quirks.com/articles/2015/20150705.aspx

new tools that will help you be a better moderator. The tablet is one example. Maybe a smart watch can be used for timing and IMs?

- Co-worker. Never underestimate the tried-and-true support tools. Co-workers are wonderful assets that don't have Wi-Fi that fails or batteries that run out. Also, it's very helpful to have a co-worker in the viewing room managing the clients during the groups. This person can be the single point of additional questions coming to you from the group.

Have a backup plan. Often the best laid plans go awry even for the most prepared moderator or double agent so backup plans are a must. As a moderator, you must be able to multitask and think ahead in order to engage in a backup plan. It's important to master the skill of listening to the current discussion while reviewing your guide for the next topics, thinking about probes, monitoring the time and facilitating impromptu questions from clients. Be prepared that the discussion may not naturally flow in the exact order of your guide. You may need to jump around in your guide to facilitate and fully cover topics as they come up in discussion. Also be prepared that what your client thought was important to cover is not what the participants feel is important. Is there common ground? Have a backup plan in mind to bridge the gap so the group communication flows naturally while still collecting useful information for the client.

Exude charm. During the focus group, one of your main focuses needs to be on making the participants comfortable in order to foster an honest and open conversation. It's important to set some ground rules including: they will remain anonymous; no right or wrong answers; differences in opinion are OK and everyone's thoughts/opinions are important. Don't put anyone on the spot or allow anyone else to be judgmental. You set the example with a friendly and charming demeanor just as Mr. Bond would when trying to get a wealth of information out of someone.

Know your own personal style. James Bond knows his personal style from top to bottom and is unapologetically confident about it. You must be as well when it comes to your personal moderating style. What ice breakers do you prefer to use? How do you feel most confident transitioning from one topic to the next? What tools/gadgets do you need to be the most confident and effective moderator? Get to know what works for you so you can be your most confident self.

Know when to disappear. Just as James Bond inherently knew when to fade into the woodwork, you need to as well. As a moderator, you are not supposed to share your own views on the topic but instead should be an impartial, neutral voice. Perfect the craft of asking the question, making sure the entire group participates, probe when necessary and then fade back and listen to let the participants' views shine. Remember: The client is interested in the participants' opinions, not yours. A good moderator knows when and how to listen.

Mission debrief. The final step in being a moderator is your report. The report should cover each of the key topics covered in the moderator guide, ideally with quotes and video clips of the actual groups, keeping the business and research objectives in mind. Be clear, concise and uncomplicated just like Bond.

Best of luck in your mission of moderating and be sure to order your post-mission beverage shaken, not stirred.

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case study

shopper insights

The seeds of a relationship

Monrovia dug deep with gardeners to find out how to establish a bond with them

| By Noël Adams

snapshot

In-person and digital ethnographies were just two of the research methods plant-grower Monrovia used to get at the root of gardeners' habits and preferences.

quirks.com/articles/2015/20150706.aspx

Who grew the last plant you purchased? If you happen to know, you're probably an avid gardener – and you also happen to be in the minority. It turns out that many people who buy plants pay little or no attention to who grows them. Instead, they focus on the plants themselves. In fact, many people view plants as commodities.

So how do you sell premium-grown plants to people who are unaware that there are differences in how plants are grown?

That is the challenge facing Azusa, Calif.-based Monrovia, which grows high-quality plants and sells through multiple distribution channels, including directly to consumers at nurseries and garden centers and at home improvement chains such as Lowe's.

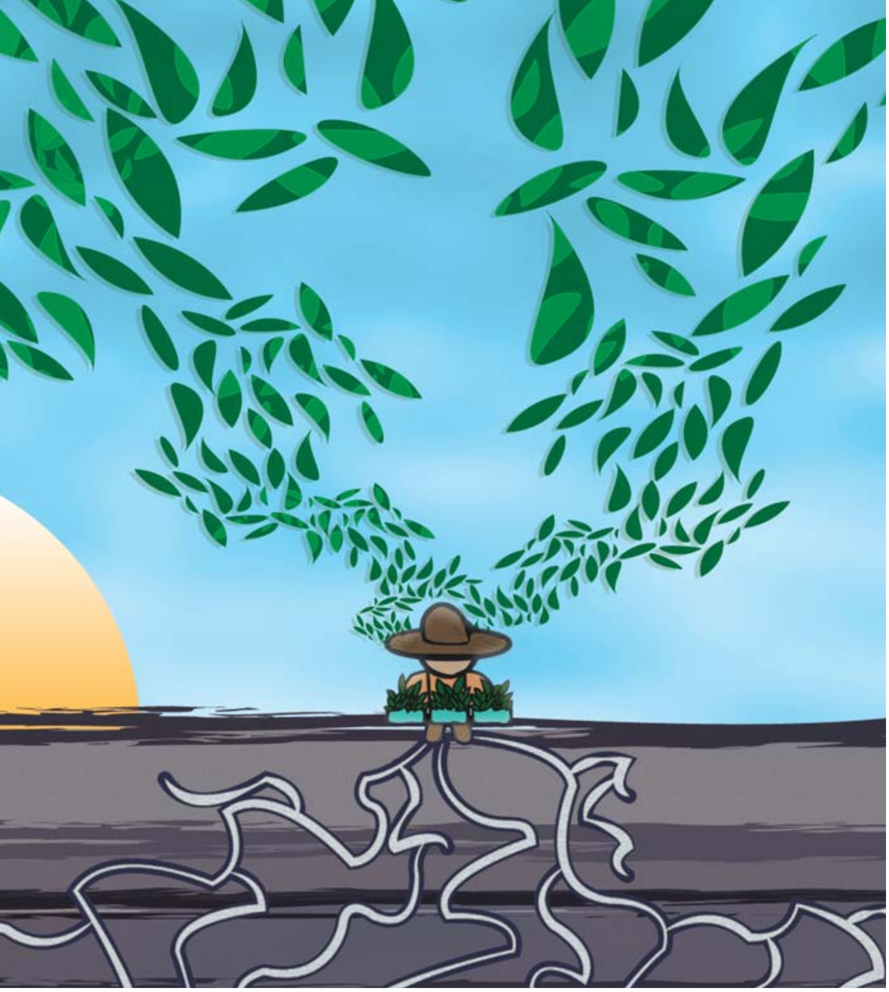
The people at Monrovia know plants. They love plants. They understand quality. They understand horticulture. But they didn't know enough about their current and potential customers' needs and how to meet them.

They also know dedicated gardeners. But they wanted to know about other people who aren't already loyal to the Monrovia brand.

After all, plants aren't just things. True, they can be decorative but they are also living. They grow and, alas, they sometimes die. Caring for them can be emotional and richly fulfilling. But who are the people who buy them and what do plants mean to them?

The firm wanted to know what made people select certain plants over others. Was it color? Was it price? And why do people beautify their outdoor spaces in the first place? Do they love them? Do they want to show them off? Do they grow plants to connect with the planet? How much do they care about how a plant is grown – about quality as it relates to price?

Monrovia decided to answer these myriad questions by getting to know its potential customers in new ways – really getting to know them. "We wanted to really peel back some layers and not just ask questions about why people buy this kind of plant or that kind of plant but actually dig a



little deeper and get some insights into how people think of their outdoor spaces," says Katie Tamony, chief marketing officer for Monrovia.

It wanted to create a long-term relationship with customers and refresh the brand, which has been around since 1926. "We wanted to discover new connections that we could make to the consumer. We wanted to identify the needs and problems that the consumer has and raise awareness and consideration of the brand among a wider group of potential gardeners and homeowners."

They hired our firm, Clearworks, a San Francisco research firm, to get there.

Know the customers

To understand why and how customers purchase anything, you need to know the customers themselves. To help Monrovia meet its needs, we needed to understand what consumers thought about their homes and their gardens and how they related to their outdoor spaces. We needed to understand their goals.

In other words, we wanted to get inside their heads and understand their vision and dreams. We used detailed in-home and digital ethnographies followed by a quantitative survey to develop personas. Then we tested brand platforms with the most promising personas.

We interviewed 12 people in their homes and also while they shopped for plants. We observed 25 others virtually, also in their homes and while shopping and interviewed half of those by phone.

We analyzed the in-person and virtual interviews and used that data to design a survey. We did a quantitative survey to reveal the personas. We tested specific brand messages with the personas we had discovered.

Beyond words

For both the in-person and digital ethnographies, our goals were the same. We wanted to hear people's voices, look in their eyes – observe their behaviors. We wanted the type of data that would allow us to figure out who they were and what they care about, beyond words.

Obviously we needed to observe people, whether in person or virtually, in their own spaces. Their expressions spoke volumes.

For the in-home and shopalongs we sent in two interviewers – a primary and a secondary – plus a videographer who documented everything with photos and video.

We used our ethnographic field guide with videographers so they were all aligned in different markets on what we wanted to capture. We instructed them to document specific moments in the home and in the garden, recording a range of things from facial expressions to actual plants as well as the house and yard.

For the digital ethnographies, we had people replicate the in-home and shopping experience by recording their experience with full narration using their mobile devices and computers. We also gave very specific directions about what to video record, what photos to take, etc.

We started both the in-person and digital observations in people's homes so we could get to know them. We toured their yards and gardens, while asking questions about what they were planting and why. How much did they know about gardening? How did they feel about their yards? We literally had them point out flowers and plants and trees and asked what they were planting, how they planted and why.

We asked about why they created the spaces they did, what they wished they could do with their spaces and how they felt about flowers, plants and trees. What motivated them to do particular things in their gardens and yards?

It didn't take much to get people to open up. They liked talking about their relationship to plants – what they liked, what they didn't like, how they did it, etc. They liked showing us their spaces and what they did.

We were able to get very intimate, asking about their fears about planting and why they cared. They told us about their dreams and wishes for their outdoor spaces.

This was critical when it came to bringing the different personas to life. For instance, no one liked to experience the death of a plant. But a plant death meant different things to the different personas. Some blamed themselves and others blamed the sellers. Still others had a more nuanced view: They wished they'd had more information about how to grow and wanted to learn.

These are things we really couldn't have understood with other methodologies. We really had to be there.

Went shopping with them

After the in-home tour and interview, we went shopping with them (in person and virtually) so that again, we could see the experience through their eyes and understand how they shopped.

We didn't take them shopping to a store of our choosing. Instead, we asked where they shopped for plants and went to that store.

We walked the aisles and interviewed them in the store. We wanted to know everything about how and why they shopped. Did they like going to warehouse stores like Lowe's or small garden centers where they could talk to horticulturalists?

What did they look for? Did they linger a long time in any particular section? Did they read labels? Did they talk to salespeople or just want to grab plants and go?

Did they look at tags? Did they notice who supplied the plants?

What grabbed their attention? What attributes did they want a plant to have? What was important? Price? Quality? Color? How did they actually shop? Were they directed or did they browse?

Did they enjoy shopping or just want to get it over with, treating it as a necessary evil?

After shopping we conducted another interview to dig deeper into things we had observed while shopping and focus on brand and the meaning of brands.

Took a few hours

There were some important differences between the in-home and digital ethnographies. In-home interviews took a few hours and three dedicated people (two interviewers plus a videographer) to conduct. They were necessarily limited by time and geography. The digital ethnographies took place over a week.

The big advantage of doing a virtual study is that it allowed us to cast a much larger geographic net since we didn't need to be there in person. That was pretty essential when it comes to gardening; different climates will affect outcomes.

But we also knew that sometimes digital ethnographies can be challenging in terms of generating deep insights. We overcame those challenges in a few ways:

- We used all the tools at our disposal. Our platform allowed participants to use mobile phones, tablets, computers, digital cameras, Webcams – any device of their choosing.
- We developed detailed exercises with instructions and questions.
- Our instructions were very specific. We told people exactly the kinds of videos and photos they should take for their narrated tour.
- We had them answer questions in their own time about who they were, what they planted and why they planted it.
- We conducted follow-up telephone interviews with 15 of the 25 people, allowing us to dig deeper into motivations and feelings.

In the end, we were able to closely replicate the in-home studies and obtain high-quality data from both.

Rich insights

Through both in-home and the digital ethnographies we were able to provide rich insights into the development of the quantitative survey.

The power came from the survey design component and making sure all the elements in the inspiration, planning, planting and purchasing processes were comprehensively reflected.

Because we had such robust qualitative research data, we were able to derive really robust attitudinal, emotional and behavioral content.

In the output of the quantitative survey we identified clusters and sized those clusters. We were also able to understand broader purchasing behaviors and brand awareness measures. We then looked at the clusters, described them qualitatively and named them. We brought them to life using the photos, videos, quotes and pictures.

We found there were four different personas, three of which are high-potential targets for Monrovia.

Once we discovered the personas, we were able to test the actual brand platform that Monrovia will use moving forward to drive marketing efforts. After all, the whole point of the study was to yield data so Monrovia could better reach its customers.

We tested three brand platforms to see how they resonated with the target personas. We wanted to understand what customers liked and didn't like about each position and why.

We conducted research via 45-minute phone interviews with 24 consumers across the three personas using a Web interface to share the brand platform elements. We showed and read them brand statements and gauged their reactions, literally down to word-choice level.

There were some messages that

Monrovia thought would really resonate that did not and some messages whose value and impact the study reinforced.

Why it was important

Some of the examples of results illustrate exactly why it was important to conduct the study the way we did.

- Many of Monrovia's potential customers don't read gardening magazines, where Monrovia had been spending the bulk of its ad dollars, and instead go online for information. Monrovia responded by moving spending from garden interest and garden enthusiast magazines to a more diversified digital portfolio, targeting consumers by behavior, such as when people purchase home/garden products or search for relevant information.
- The group of people who were more practical, less emotional gardeners who just wanted to get into the store, buy their plants and get it done was much larger than Monrovia had thought. Despite – or perhaps because of – their need to get in, get out and get planting, they still cared about quality and would pay a higher price for it. "Their size in the market and lack of knowledge of our brand was kind of a revelation to us," Tamony says. Monrovia will gear content and campaigns directly to them, with messages about solutions for their landscape problems.
- Monrovia had also assumed that people were afraid of shopping for plants because they don't know enough about gardening and were overwhelmed. But the research revealed that people are a lot more confident about choosing plants. "They need help keeping things growing well and getting the results they want," Tamony says.
- People shop for plants everywhere and are less likely to be shopping at one kind of store or another. "We want to make our plants available wherever people want them," Tamony says. "We want to be at the independent garden center. We want to be at Lowe's. We want to be online."
- Words matter. The word "craftsman," for instance, didn't resonate as powerfully with consumers as Monrovia thought. Consumers want to know less about the company and more about the benefits to them – healthy plants, highest quality – and the results they can achieve.

Consider many steps

Monrovia will consider many steps as it realigns and energizes its brand over the next few years, Tamony says. "We are really on a mission to understand outdoor-interested homeowners in a way that we never understood them before and deliver more for them. All of the research helped us create a new brand platform that is not just about having the best plants or better plants, which is what we are known for," she says. "Instead it is about something else: It is about helping the consumer achieve their dreams and goals."

Noël Adams is president of Clearworks, a San Francisco research firm. She can be reached at 415-722-3661 or at noel@clearworks.net.

case study

shopper insights

A sound approach for the Sound

Quant+qual MR methods help increase the use of organic pesticides

| By Bruce Brown, Jennifer Leach, Dave Ward and Emily Sanford

snapshot

Three groups working to protect the waters in and around Washington's Puget Sound used shopper research to measure the effectiveness of POS materials aimed at persuading homeowners to select less-toxic pesticide options.

quirks.com/articles/2015/20150707.aspx

The Puget Sound Partnership (PSP), Olympia, Wash., is a small state agency leading a regional effort by citizens, private organizations, governments, tribes, scientists and businesses working together to restore and protect Puget Sound, a coastal area in the state of Washington. In 2007, PSP was charged by the governor and the legislature of Washington to create an action agenda as a roadmap leading to the recovery of Puget Sound.

Seattle-based consulting firm PRR was tasked by the Puget Sound Partnership with conducting audience research around Puget Sound at the sub-regional level to assess residents' knowledge, attitudes and behaviors regarding pesticide use and to evaluate various outreach efforts to assess their impact on pesticide use.

This research is part of PSP's efforts to provide partner organizations with the resources they need to advance programs that will improve the health of Puget Sound's waterways.

Three species of salmonids found in Puget Sound are currently listed as threatened under the Endangered Species Act (ESA): Chinook, Steelhead and Hood Canal Summer Chum. Critical habitat for these species includes freshwater habitat in watersheds that contain many of the major population centers in the Puget Sound region, including urban and suburban areas with large numbers of single-family homeowners. These areas include sites essential to support one or more life stages of these endangered species.

A series of biological opinions published by the National Oceanic and Atmospheric Administration between 2008 and 2011 to support the Environmental Protection Agency's (EPA) efforts to re-register the active ingredients of 37 pesticides included an analysis of the impact of the chemicals on ESA-listed species including salmonids. Their findings revealed that the active ingredients in many commonly-used residential pesticides posed a significant threat to salmonids including interfering with reproduction, sensory perception and response, and growth and development. Many of these chemicals have been

detected in urban waterways throughout the Puget Sound region.

The Puget Sound partnership, Seattle Tilth – a nonprofit organic gardening and urban ecology organization – and PRR conducted a study to investigate the efficacy of point-of-sale intervention methods that could be broadly applied to retailers by utilizing merchandizing strategies to persuade residential pesticide users to select less-toxic pesticide products at the point of sale. The pilot study was hosted by McLendon Hardware, a local retail chain with seven locations throughout the Puget Sound region.

Results of the quantitative research (telephone and online surveys) and qualitative research (focus groups and in-depth interviews) were used to develop three interventions for testing: stickers, rack cards and product endorsements. Three methods were used to evaluate the efficacy of the interventions: sales data, an online customer survey and follow-up customer phone interviews.

Most customers who participated in the survey did not recall noticing the interventions (unaided), which was attributed to competing signage and the fact that they were already being helped by a sales associate. About half of those who did notice the interventions reported that it did influence their product choice. And about two-thirds of all survey respondents reported they would look for similar signage in the future (aided). A moderate correlation between changes in organic and synthetic pesticide sales during specific intervention-testing periods suggests that the interventions may have – to some extent – shifted sales away from synthetic pesticides towards organic pesticides.

Combination of techniques

PRR used a combination of quantitative and qualitative research techniques to inform the development of the campaign and to evaluate campaign outcomes.

Phase 1: Statistically-valid survey

PRR fielded a telephone survey to a random sample of 2,000 single-family households (with a quota of 400 for each of five regions in the Puget Sound area) drawn from random digit dial (to include both listed and unlisted landline phone numbers) and cell phone sample (to include both cell-only and cell-mostly households).

Survey results indicated that the opportunities for market transformation were good due to some degree of awareness that synthetic pesticide products pose dangers to pet/family health and to the environment. This is the case in spite of peer pressure and personal pride of keeping one's lawn green and weed-free and the perceived convenience and efficacy of many synthetic yard care products.

For example, our statement-testing found that:

- Respondents are influenced by the number of public institutions (schools, government buildings, etc.) that no longer use synthetic yard care products due to safety concerns.
- The most persuasive messaging clearly presents harm done by synthetic pesticides to people, pets and water quality.

Using cluster analysis, the survey research also identified three distinct market segments relative to willingness to use safer pesticide products:

Ready and willing households (43 percent)
This segment is characterized by: high knowledge; low pesticide use; high safety concerns; keeping a green and weed-free lawn is very unimportant; least convinced by statements to stop the use of pesticides.

Persuadable households (48 percent)
This segment is characterized by: medium knowledge; high pesticide use; medium safety concerns; keeping a green and weed-free lawn is very important; most convinced by statements to stop the use of pesticides.

Unwilling households (9 percent)
This segment is characterized by: low knowledge; medium pesticide use; low safety concerns; keeping a green and weed-free lawn is somewhat important; somewhat convinced by statements to stop the use of pesticides.

Phase 2: Focus groups

The second phase of the research consisted of four focus groups held throughout the region as a

Figure 1: Once all 83 respondents were shown the signage in the survey, 23 percent remembered the stickers, the highest percentage of the three forms tested.

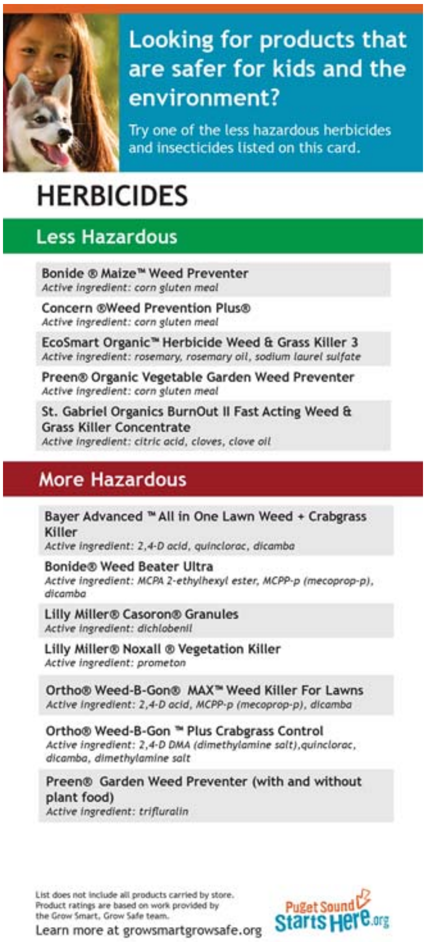


Figure 2: The rack card providing information on less-hazardous and more-hazardous pesticides was the least-remembered of the three types of in-store materials tested.

follow-up to the survey. The groups were designed to learn more about what barriers single-family homeowners perceive that would prevent them from using safer yard care products and practices as well as what would motivate them to do so.

Participant recruitment criteria were based, in part, on cluster analysis results from the telephone survey. We focused on the persuadable households segment. In addition, we recruited participants for a mix of those with and without children living at home, with and without dogs and who lived various distances to Puget Sound waterways.

Overall, we found that most participants love the beauty of their yard, take great pride in it, use their yard for their children and pets to play in and for entertainment and enjoyment. They believe it is an important part of having a beautiful home.

When asked about concerns with pesticides many acknowledged the health and environmental risks that came with using synthetic pesticides. Nonetheless, most were unwilling to ignore weeds – as long as they have a lawn, most want to keep it green and weed-free.

Synthetic yard care products were, for many, their first line of defense. A few participants felt so strongly about this that they admitted sneaking onto their neighbor's property to spray at night or when they were not around. Even among those who would first use an organic approach, if that method did not work many would then use a synthetic product.

In general, time, convenience, efficacy, knowledge or availability of organic alternatives and the perception that alternatives would be more expensive were all popular reasons among all the focus groups for using synthetic products.

Based on these findings a number of recommendations were made to Puget Sound Partnership, including:

- increase knowledge about the existence, efficacy, ease of use and affordability of organic or less-toxic yard care products;
- increase knowledge about the immediate and long-term health and environmental impacts of synthetic yard care products, especially their impact on children and pet health, as well as drinking water;
- clarify that synthetic yard care products pose health and environmental risks, even when safety precautions are followed;
- emphasize the cumulative effects of many people using synthetic yard care products; and
- use incentives such as free samples and product discounts to motivate consumers to try organic products and test them for themselves.

Phase 3: In-depth interviews

The next phase of the project added Seattle Tilth, whose mission is to inspire and educate people to safeguard natural resources while building an equitable and sustainable local food system, to the collaboration between PRR and Puget Sound Partnership.

The purpose of this phase was to identify retailers and effective marketing interventions to nudge customers toward safer pesticide products. We conducted nine in-person, in-depth interviews with pesticide retailers. The selected retailers represented a mix of local hardware stores, nurseries and warehouse stores.

Key findings from the in-depth interviews included:

All retailers preferred organic pesticides and most of their employees felt the same way. However, most also had concerns with how well organic pesticides work and how easy they are to use. This is critical to retailers since their overriding focus is on customer service. If they do not provide products that meet their customers' needs, they lose business – something they are not willing to gamble on.

When it came to customer service, nurseries and the one larger hardware store put more emphasis on training their staff about pesticide options. Smaller hardware stores provided less help to pesticide customers and the warehouse store did not provide any assistance to customers shopping for pesticides. Consequently, a pilot project could need to be tailored to the unique circumstances of each type of location.

Regardless of location, the target customer market was fairly evenly split between males and females in their 30s though 60s. The Baby Boomer generation, many of whom are now entering their 60s and who are less concerned about pesticide safety, will soon be a much smaller portion of the target market, a finding in line with the results of our previously-mentioned market segmentation. Consequently, the concern about environmental impacts will be increasingly embraced by customers shopping for pesticides. However, such

Figure 3: More than half of the respondents who remembered without aid the Seattle Tilth signage suggesting safer alternatives reported they were influenced by it.

customers will still demand pesticides that are effective and easy to use.

Convincing retailers that organic pesticides are effective and easy to use can best be accomplished by information sources that they trust. This means just about any source other than manufacturers or sales representatives (who are least trusted), with Master Gardeners at the top of their list of most trusted sources.

Of eight potential interventions presented to the interviewees, four received the greatest support: shelf stickers; rack cards providing information on safer pesticides; information on product use from trusted sources; and before-and-after photos.

Phase 4: In-store interventions

Based on the interview results, it was determined that the pilot project would be conducted with McLendon Hardware, a large, locally-owned and -operated hardware store with seven locations in the Puget Sound region. It is a strong supporter of alternative and organic pesticide products and has created an environment that we assumed would be a good fit for implementing a pilot program focused on changing customer behavior to choose safer pesticide products. Implementing the pilot program in all seven McLendon's locations would result in a sample size that would encompass a wide geographic range across an environment that provides a relatively consistent customer experience. These factors would allow us to more effectively evaluate the impact of the specific interventions.

The following three intervention methods were ultimately selected for testing: shelf stickers; rack cards providing information on safer pesticides; and Seattle Tilth endorsements.

Intervention-testing involved a quasi-experimental design in which each intervention was separately installed in six of the seven locations for a period of one month. At the end of each month the intervention was replaced with the next intervention for a month, and so on, until all three interventions had been installed for a one-month period.

This process was repeated for a total of six months of interventions. One location served as a control group and received no interventions.

Evaluation of the interventions was assessed using four methods:

An online questionnaire completed by 83 customers. Shoppers were prompted with a small flyer (initially in the yard-care aisle but eventually moved to the checkout counters for greater visibility) inviting them to complete the online survey and were incentivized to do so by an offer to enter a contest to win one of 10 $25 McLendon Hardware gift certificates each month. Survey questions focused on their experience with the interventions (such as, did they notice it, did it influence them, what would have made it more influential), as well as questions regarding what pesticide products they purchased and why they did so.

In-depth, follow-up phone interviews with six customers who had purchased targeted pesticide products and who had agreed to be interviewed several months after their purchases. Interview questions focused on the factors that influenced them to purchase those pesticide products (including any influence from the interventions), how well the pesticides worked and if and why they would purchase those products again.

Pesticide sales records, including: a comparison of sales records for pesticide products sold during the research period and for the same time in the previous year; a comparison of sales records for pesticide products during each of the three intervention testing periods; and a comparison of sales records for pesticide products for the intervention locations compared to the control location.

In-depth, in-person interviews with 11 sales associates to understand the impact of the interventions from the perspective of McLendon Hardware staff.

Did not remember noticing it

When it came to signage, most respondents to the online survey did not remember noticing it unaided (although 16 percent of the 83 respondents reported remembering it when aided by showing it to them as part of the survey). The low recall of target signage was probably in part because it competed with lots of other signage and because the pesticide purchasing process is, at least based on the six post-purchase interviews, a relatively routine process. By this we mean that some customers already knew what product they wanted and simply went and purchased it without consciously looking for signage that would help them with their product choice. For customers doing more "product exploring," the customer service ethic of McLendon sales associates may have actually gotten in the way of the signage doing its job directly with customers. The sales associates were so present and helpful that customers relied more on sales associate advice and may not have seen or been directly influenced by the signage itself, although the sales associates may have been.

When it came to unaided recall of signage about alternative, safer pesticides, there were no significant differences based on the respondent's gender, age or presence of children in the home. However, there was a significant difference by presence of pets in the household (41 percent of those with pets reporting noticing signage about alternative, safer pesticides compared with only 11 percent of those without pets). We speculate that this may be due to the perceived lesser ability to keep pets out of treated areas compared to children.

Although not statistically significant, once all 83 respondents were shown the signage in the survey, more remembered the stickers (23 percent) and Seattle Tilth endorsements (19 percent) than the rack cards (11 percent). And, more than half of the 13 who remembered without aid the Seattle Tilth signage reported they were influenced by it. Regardless of the type of signage, respondents found most persuasive the information about organic products being safer, either to children/pets, to the environment or just safer in general. Almost two-thirds indicated they would look for such signage in the future. Females were especially very likely to do so (34 percent) compared to males (11 percent).

Three key questions investigated

More telling than the results of the online survey or post-purchase interviews were the results from the pesticide sales data. Three key questions were investigated using the pesticide sales data.

1. How did the percent sales of organic pesticides change during the 2014 pilot test compared to the same period of time in 2013 and how did it compare to the change in all pesticides (organic plus synthetic) over the same period?

2. What percentage of total pesticides sold during the study period were organic and how did this compare to 2013?

3. How did the organic pesticides in specific product categories change during the testing period?

While no statistical differences were found regarding the effect of location or intervention on organic pesticide purchases, the findings of this study suggest that these factors did have some influence on pesticide consumer purchasing behavior during the study. Increases in the sale of organic insect sprays and granules at treatment stores were consistently highest during the sticker-testing period and varied during the other two intervention testing periods. This suggests that stickers had the most consistent effect on persuading consumers to choose safer products.

It is difficult to determine whether one intervention was more successful than the others in persuading customers to choose safer alternative pesticides. Although it appears that stickers led to the most consistent increases in the percent organic products sold, it's possible that factors unrelated to the study led to more sales of organic products during the sticker-testing months. Interventions may also have had a collective impact, in that customers who shop regularly at McLendon responded to multiple interventions as they shopped throughout the season.

A moderate correlation was found between changes in organic and synthetic pesticide sales during the sticker- and rack card-testing periods, which suggests that the interventions may have – to some extent – shifted sales away from synthetic pesticides toward organic pesticides. Both the stickers and rack cards targeted synthetic products and their substitute organic products while the Seattle Tilth endorsements did not, which may partially explain why a similar correlation was not found during the endorsement-testing period.

Companywide, the Seattle, Tacoma and Renton, Wash., locations consistently sold the highest percent of organic pesticides in both 2013 and 2014. Increases in the percent organic sales at these locations during the pilot study were not found to be statistically significant; however, the largest increases in the per-

Research Company Spotlight - Shopper Insights

Below is a list of firms from our Researcher SourceBook™ specializing in shopper insights.

cent of organic products sold during the intervention testing periods usually occurred at these stores. This suggests that in addition to the interventions, factors unique to these locations (e.g., product placement, staff advocacy or community demographics and psychographics) may also have influenced consumer pesticide choices at the point of sale.

Provided clear direction

Overall, the quantitative and qualitative market research provided clear direction for the pilot study in regard to the type of interventions to test and the type of retail locations for the testing. Results of the pilot-testing provided solid insights for improved interventions to bring about increased knowledge about and attitudes toward organic pesticides, as well as increased use of these safer yard and garden care products.

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case study

customer experience research

Blending strategy and tactics

How one AAA club has made its NPS data actionable across the organization

| By Mark Willard and Mary J. Lee

snapshot

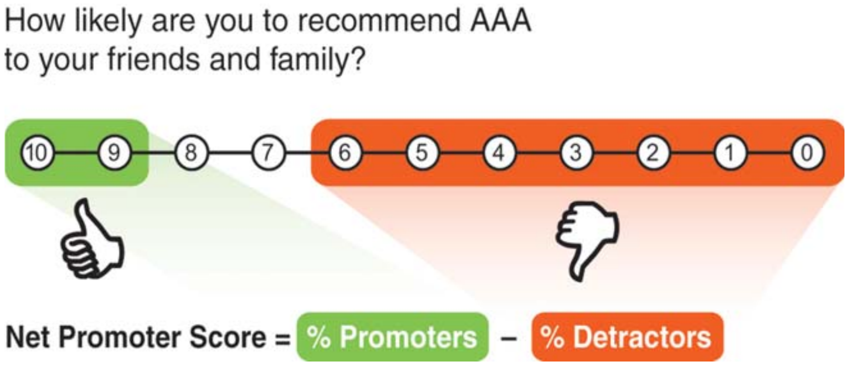
Using a case study involving AAA of Northern California, Nevada and Utah, the authors explore the value of an integrated approach to measuring the customer experience.

Most organizations recognize the value of measuring customer satisfaction. But many place so much emphasis on measuring the customer experience that they find themselves adrift in a sea of data gathered from multiple, disparate measurement systems. Lack of coordination creates communication issues and makes it hard to act on customer feedback.

Such was the case at AAA of Northern California, Nevada and Utah. As one of the largest AAA clubs in the country, it knows the value of gathering input from its 4.2 million members. The club used a number of surveys to obtain feedback on specific transactions and touchpoints, such as emergency roadside service, claims and the Web site. Unfortunately, the teams did not use a common metric and measurement scale and communication and coordination across the enterprise were poor. The result was an overload of data and wasted effort. The customer data were not actionable.

Working with Livonia, Mich., research firm Market Strategies, AAA put

Figure 1



into place a common metric across all customer touchpoints. AAA decided to use Net Promoter Score (NPS), a widely-used system with the benefit of being easy to communicate throughout a large organization. The crux of NPS is one question – "How likely are you to recommend AAA to friends or family?" – based on satisfaction with a transaction. Using a consistent, 11-point scale (0 to 10), the surveys determine whether members are Promoters, Passives or Detractors (Figure 1).

Defining the customer experience can be difficult; accurately measuring it is far more challenging. Many organizations struggle with:

- applying a proven methodology to the measurement of customer satisfaction with specific transactions or touchpoints;
- closing the loop on negative customer feedback;
- modeling the impact of specific transactions on the overall customer relationship;
- linking together high-level strategic and tactical studies of customer satisfaction;
- coordinating efforts between various departments (e.g., market research, operational areas) tasked with customer experience research;
- bridging the gap between various measurement systems already in place; and
- quantifying the link between key drivers of satisfaction and desired business outcomes, e.g., increases in sales, customer retention and likelihood to recommend the organization.

And of course, just understanding how customers rate their experience is not enough; AAA needed to act on member feedback to turn members into Promoters but it had no reliable way to do so. The system developed with Market Strategies gave it a measurable, actionable way to turn dissatisfied customers into evangelists by empowering AAA employees to quickly close the loop with Detractors, one member at a time. An online portal flags members who rate as Detractors due to their recent experience. The system then generates an e-mail to the appropriate management-level AAA employee, requesting action within a specific time period.

Equally effective

While AAA created a series of cohesive, transactional surveys around an NPS measurement system, other metrics are equally effective. A flexible and customized approach to customer experience measurement allows a system to be built around a metric already in place at an organization. Customer satisfaction, customer effort (the measure of how much effort a customer puts into the relationship with a company) and loyalty are just a few examples.

Regardless of the metric, it must be used consistently across all customer touchpoints and transactions. Companies that take a uniform approach find it is more easily understood by employees, which simplifies communication and training. Organizations recognize cost savings through coordinating efforts and focusing on a common approach, rather than through building multiple systems from the ground up. More importantly, a consistent metric can be more easily integrated into an organization's culture and become a basis for process improvements.

Customer feedback systems can be grouped into two broad categories, as shown in Table 1. Many organizations use both but have no linkage between the tactical and strategic research. Organizations that have a purely tactical approach and only measure transactions suffer from a myopic view of the customer experience. That's because the customer experience is not merely a sum of all customer transactions. Organizations must link tactical work

Table 1

	Tactical Surveys	Strategic Surveys
Used to	• Assess customer satisfaction with a particular transaction or touchpoint	• Assess overall customer perceptions about an organization
Survey focus	• Specifically and only about the touchpoint in question	• Broad view of the organization, the customer experience and perceptions of the brand
Used by	• Operational areas	• Market research department
Benefits	• Identify common issues • Close the loop on customer dissatisfaction with specific transactions	• Deliver accurate results due to rigorous methodology • Tie to strategic objectives
Challenges	• No linkage to strategic objectives • Often not shared with market research department • Can be very costly • Some organizations have multiple, inconsistent surveys used to measure different transactions • Often not developed with the same rigor as more strategic studies	• May not be actionable due to broad nature • Overall perceptions of company and brand may not be tied to satisfaction on an operational or transactional level

Figure 2

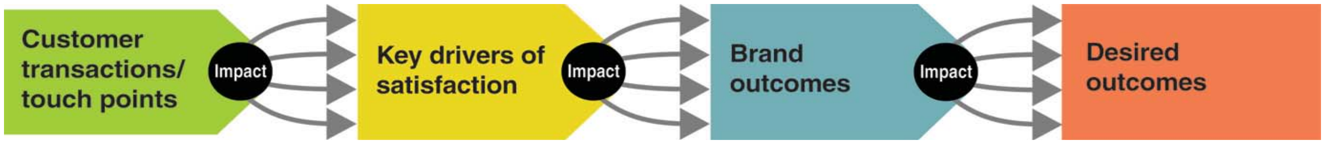
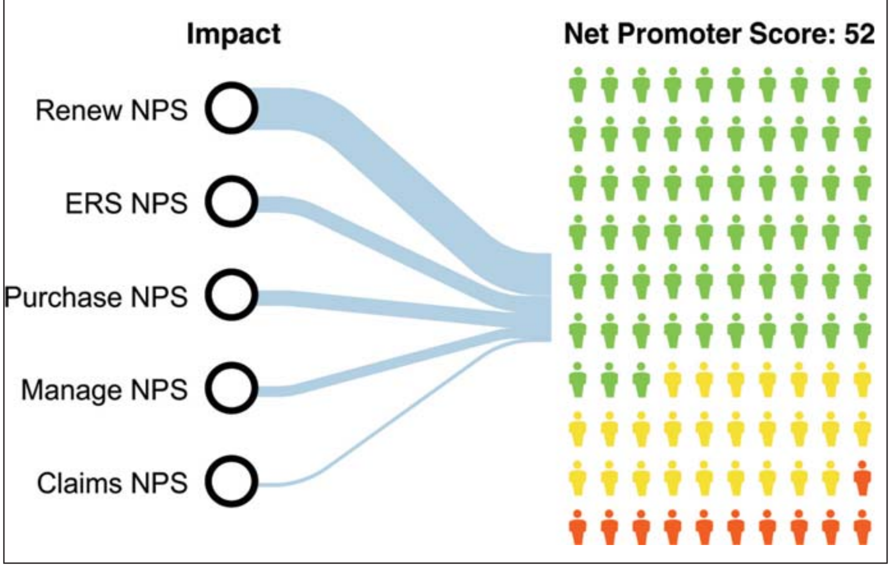


Figure 3



to overall strategic objectives and brand outcomes. Examples:

For an automotive company, how does satisfaction with a particular repair experience drive overall satisfaction with the brand and repurchase likelihood?

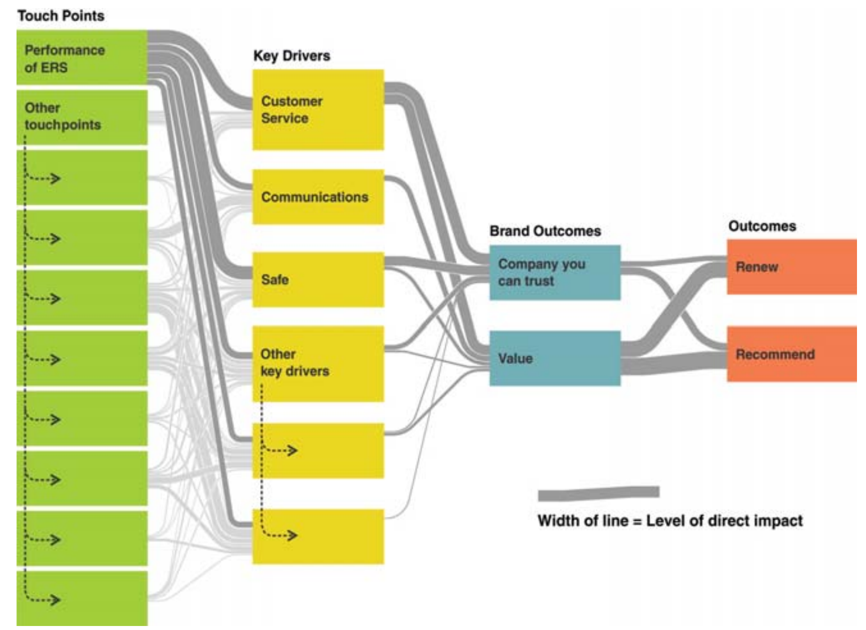
For a cable company, how does a customer's experience with a call center affect likelihood to renew the service?

For AAA, what is the impact on the overall member experience of an extended wait time on the phone during a roadside emergency?

Impact modeling

At the heart of the integrated strategic/tactical approach is impact modeling, which measures the impact of each transaction on key drivers of satisfaction (e.g., customer service, communications, price) with the overall customer experience. Going further, the model assesses how satisfaction with a key driver influences desired brand and business outcomes. In this way, a company can map the impact of a transaction, e.g., a purchase, all the way to a key strategic objective, e.g., a customer's likelihood to recommend the

Figure 4



organization to others. Figure 2 provides a high-level overview of the components of the impact modeling system.

To meet a company's specific needs, an impact model can be built around whatever end objectives are most important to the business, e.g., overall satisfaction, NPS, likelihood to renew, likelihood to buy again, brand loyalty and customer effort. Recognizing that different departments might have different areas of focus, the model can integrate various end business outcomes.

The value of impact modeling is that it helps an organization determine where to focus its efforts to get the greatest return on investment. Transactions or touchpoints with a high impact on the overall customer experience deserve more attention and resources than those that don't matter as much. Precise data about the role of each facet of the customer experience help business leaders make better decisions for the overall good of the organization.

Unlike other approaches to customer experience measurement, impact modeling is a living model. Organizations can clearly see if an improvement at a particular touchpoint would positively impact key drivers, and, in turn, the overall member experience and desired outcomes. Armed with these data, organizations can build training programs and communication strategies to help employees focus on areas of maximum importance.

Business leaders can quickly understand the value of impact modeling when they see the link between high-level strategic goals to tactical actions (and vice versa). It's important to note that this structural equation produces results that are significantly more stable and precise than those provided through standard statistical techniques such as multiple regression.

Determine the impact

With a goal of creating member advocates, AAA pays close attention to "likelihood to recommend" as measured by NPS. As shown in Figure 3, as part of the impact modeling process, the auto club branch is able to determine the impact of different types of transactions and touchpoints, e.g., emergency roadside service (ERS) and claims on its overall NPS. One of the surprising results was that member satisfaction with the claims process had a much lower impact on the overall member experience than expected, meaning that the club could focus more on improvements in other areas.

Being able to quantify the impact of specific transactions on NPS was a great first step for AAA. But the club wanted to measure the member relationship more broadly. So, Market Strategies built a comprehensive impact model that measured the overall member experience from specific transactions through desired brand outcomes and ultimately, the desired business outcomes of "likelihood to renew" and "likelihood to recommend."

A strength of impact modeling is its predictive nature, which makes the data actionable. In the AAA example (Figure 4), the model predicts that improvement in member perception of emergency roadside service directly impacts each of the six key drivers of the member experience.

Hypothetically, a five-point increase in the ERS score would result in a two-point increase in the key driver of customer service. The model also quantifies the increases in AAA's desired brand outcomes of ensuring that AAA is a trusted company and that it provides value. Finally, the model demonstrates that likelihood to renew and likelihood to recommend – AAA's two key outcomes – would both improve. In this hypothetical example, a five-point increase in the ERS score would move the needle one point on likelihood to renew.

As in any business, it is more cost-effective to retain than to attract new members. And, attracting new members through the recommendation of a member is the most cost-effective form of customer acquisition. Therefore, AAA realizes significant ROI from increases in both of its desired outcomes.

Comprehensive plan

Customer-centricity is an admirable goal and one that many companies strive for. But it's only achievable when it becomes part of an organization's culture. An initial step is a comprehensive plan to communicate what defines the customer experience and how it is being measured. Maintaining momentum requires training for individual employees and teams on how they can positively impact the customer experience.

An online portal, delivering up-to-date customer feedback and concise summary reporting, is essential in integrating customer experience measurement into the organization. Employees can model the impact of improvements in customer experience scores with a particular touchpoint or transaction on key drivers and, in turn, strategic business outcomes. This information can be used in goal-setting for both individuals and teams. In AAA's case, its portal is widely used by employees up to the CMO and CFO for planning purposes. Some organizations also utilize the results of customer experience measurement as a component in incentive pay to drive home its importance. AAA successfully uses this approach.

Benefits are multifaceted

The benefits of quantifying the link between discrete customer touchpoints and overall desired business outcomes are multifaceted. Organizations such as AAA that successfully integrate a combined strategic/tactical approach to measuring the customer experience into their culture realize many benefits, including: alignment between tactics and strategy – from individual customer transactions and touchpoints up to high-level corporate objectives; employee understanding of how their actions impact the customer experience; better coordination and resource management between operational and market research departments tasked with measuring and managing the customer experience; ability to track and communicate performance across the enterprise; actionable feedback to improve the customer experience and "close the loop" on negative experiences of individual customers; and, perhaps most important, bottom-line improvements in areas that matter most to the business.

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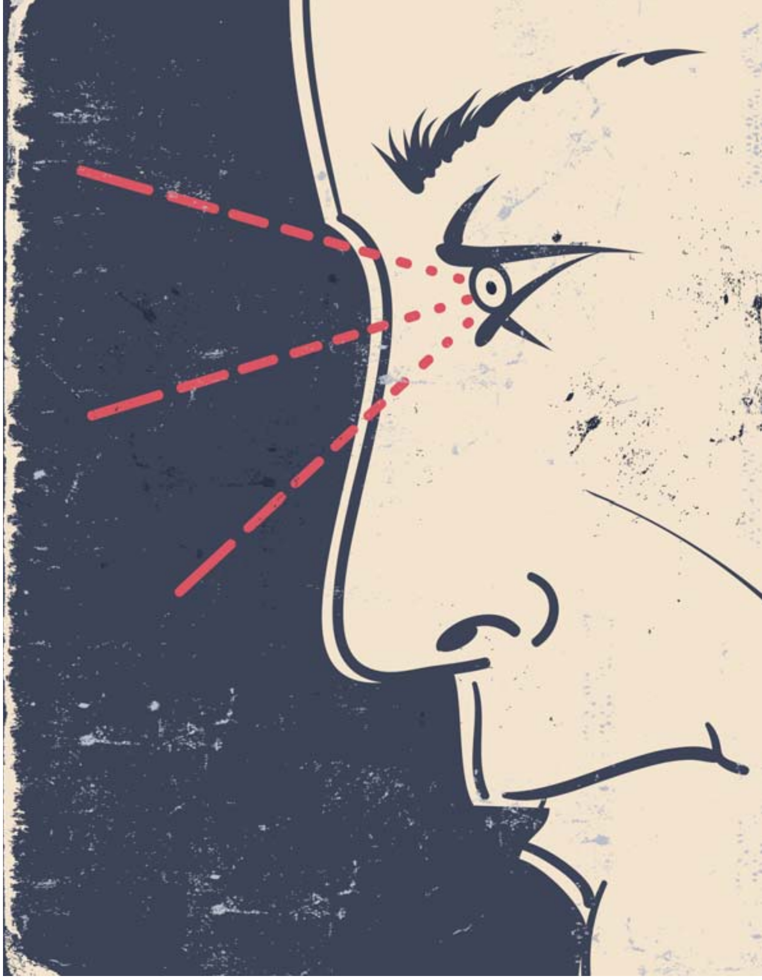
shopper insights

Looking better

How improvements in eye-tracking technology have improved the method's deliverables

| By Mike Bartels



snapshot

From its uncomfortable beginnings 60 years ago, eye-tracking has evolved into an effective way for researchers to see through the shopper's eyes.

The consumer experience is a visual experience. And if you don't believe me, just try completing your next trip to the grocery store with your eyes closed. You probably won't get very far, because all of the crucial components of shopping – products, displays, pricing, navigation, promotion, checkout – are presented almost exclusively for our sense of sight. This is why eye-tracking technology has become such an integral part of shopper, retail and packaging research. To study visual behavior with an eye tracker is to observe first-hand the experience of shoppers as they browse the aisles of the store.

This probably isn't news to anyone reading this article. You've all heard of eye-tracking by now. You've seen the heat maps and read the articles and maybe even conducted your own studies. Analyzing visual behavior data has become a standard marketing research tool and outside of the industry this technology is making a name for itself as well. Lately I've noticed that when I tell people that I'm an eye-tracking researcher, the confused stares that I've grown accustomed to receiving have become nods of recognition. That's a big deal! It means that both in this little research niche and in the general population, eye-tracking has finally arrived. However, the growing visibility of eye-tracking is not what I'm most excited about. Actually it's just the opposite. The greatest advancement in the field of eye-tracking research right now is its newfound invisibility.

Today's wearable eye tracker allows discrete testing of anything, anywhere, anytime. Gone are the days of the clunky tethered sci-fi contraptions that used to be the standard for collecting data in the real world. No longer does using an "unobtrusive system" mean running your study in an artificial lab environment or on a computer screen. For researchers seeking insight into the authentic shopping experience, this is truly a game-changer.

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A brief history lesson

To appreciate the impact of this innovation, a brief history lesson is in order. Eye-tracking itself has been around for over a century, and the first head-mounted system arrived on the scene more than 60 years ago. This "apparatus" (shown in Figure 1) was developed by Hartridge and Thompson in the late 1940s[1]. It consisted of a microscope, camera and light source screwed into a long metal bench protruding from a mouth plate, which the participant held with his teeth to keep the eye tracker in place. It was ... obtrusive to say the least and the pace of progress in developing head-mounted eye trackers that were both subtle and accurate was quite slow.

As recently as the late 2000s, if you wanted to study the visual behavior of a shopper in an actual store, you would most likely be following them down the aisles with a computer in a shopping cart connected by a thick cable to an eye tracker that looked a little like something out of *A Clockwork Orange*. The calibration was difficult, the headset was uncomfortable and the participant's point of view was partially obstructed. To put it gently, it was not an ideal research scenario.

Over the past few years wearable technology has made several major strides, the result of which is a tool that is designed to be far more conducive to naturalistic shopper research than past generations of eye trackers. The specific advancements that made this possible include:

- Camera miniaturization: The cameras that record the position of the eye are now small enough to rest on the tip of a matchstick.
- Lightweight, durable design: The bulky, neck-wrenching metal headsets of the past have given way to a glasses form, made from ultralight, ultra-strong plastics.
- Improved imaging: Multiple high-speed, high-resolution eye cameras coupled with wide angle HD video of the environment yield better overall data quality.
- Connectivity and storage improvements: Gigs and gigs of data now fit on tiny memory cards and can be transmitted in real time via Wi-Fi or Bluetooth.
- Ease-of-use enhancements: Setup, calibration and analysis have been simplified. Anyone with basic training can successfully run a study with one of these new wearables.

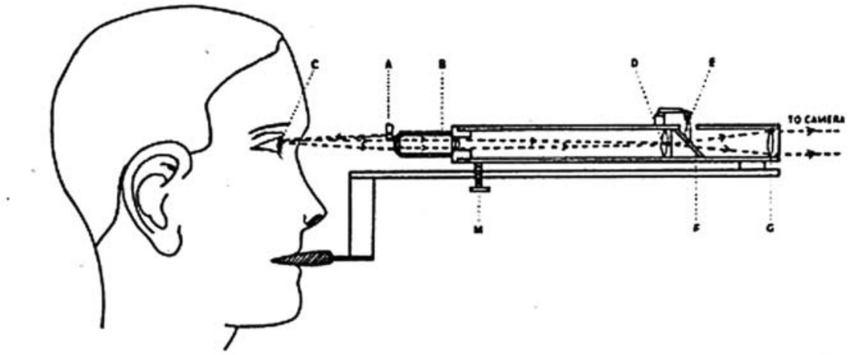

Figure 1: Hartridge and Thompson's eye tracker (1948).

So what does this mean for researchers interested in shopper behavior? It means that eye-tracking can now be more easily integrated into real-world research. In the past, if you chose to add eye-tracking in your study, there were almost always compromises. You could test in a real store but the comfort, mobility and visibility of the tested shoppers would be impacted by the equipment that they were forced to wear. Alternatively, you could test in a lab or screen environment using an unobtrusive stand-alone eye tracker but then you would miss out on the authenticity of observing shoppers in a real shopping environment. In either case, the validity of your research could be called into question because the true consumer experience was not examined. The new generation of wearable systems has restored that validity and the quality of shopper insights available through eye-tracking has been enhanced.

Pivoted most of our work

As an eye-tracking researcher, I've witnessed firsthand the effect of this movement toward hardware invisibility. Over the years, my team has tested real stores, mock stores, virtual stores, mock shelves, projected shelves, individual products, rendered products and just about every other consumer stimuli you could imagine. Because of the advances in the latest wearable trackers, we have pivoted most of our work to real shopper contexts. The results that we are able to produce during live shopping research are not only more realistic but also more specific, more contextual and ultimately more actionable. Let's take a look at a few case examples from real research studies conducted with-eye tracking glasses to illustrate what can be discovered using this approach to consumer research.

Last year, we conducted a project that included testing a total of 400 shoppers in 45 retail stores located across 16 cities within seven countries. As you might expect, this was a challenging undertaking, one that would not have been possible just a few years ago. Wearable eye-tracking provided us with two crucial advantages in this research.

First, there was the issue of logistics. The shipping, setup and data collection costs of older head-mounted eye-tracking systems would have added significant dollars to the budget and overtaxed our fielding resources as well. Because we were able to use compact and lightweight eye-tracking glasses, equipment transport was cheap and simple. Because the eye tracker was easy to operate, we didn't need to have a seasoned eye-tracking guru manning every location, just a tech with proper training and a few studies' worth of applied experience.

Second, and perhaps more importantly, wearable eye-tracking allowed us to directly address several client objectives that we otherwise would not have been able to. The overall aim of this study was straightforward: to analyze parents and children as they shop in the toy category. However, within this broad approach there were several more focused goals, centered on cultural and store-specific differences. The client's ultimate rationale for fielding in such a wide variety of locations was to explore the unique experience of approaching, browsing and selecting

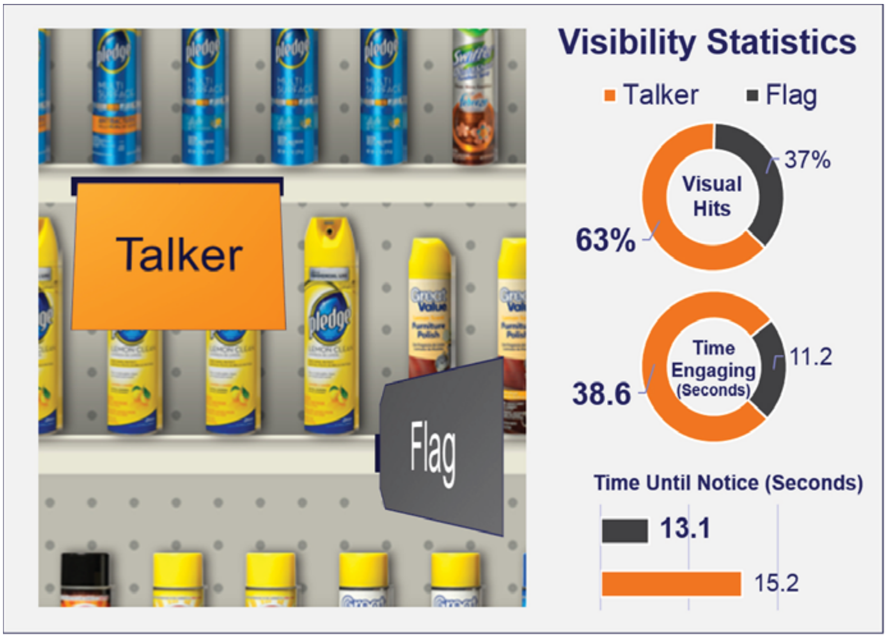

Figure 2: Talkers were far more effective in terms of catching the eye and capturing interest.

products in different environments all over the world – just what eye-tracking glasses allowed us to do.

Visibility is everything

When it comes to store signage, visibility is everything. That makes it a great application for eye-tracking research. So why isn't every retailer, brand and sign designer using this tool to evaluate shopper attention? Part of the reason is that signage visibility can only be studied in context. You can focus-group the copy and taste-test the colors but in order to evaluate whether a given sign catches the eye, you need to test it in an actual store.

We recently conducted an eye-tracking study in two locations of a major variety store chain. The goal was to observe and analyze the entire shopper journey, from entry to exit. Of particular interest was the effectiveness of different types of signage in catching the eye and engaging the consumer. Which types of signs are most likely to be seen? Which ones catch the eye earliest in the browsing process? Which ones tend to engage the consumer most effectively? We used specialized software and a team of data coders to review the full shopping sessions and extract each instance of viewing the targeted sign types.

This approach allowed us to delve deeply into the consumer experience. For example, we looked at the relative visibility of two specific promotional sign types: talker signs that lay flat against the shelf of products and flag signs that extend outward from the shelf at a 90-degree angle. The number and size of these signage types was comparable in the stores tested, so we were able to explore visibility in a direct side-by-side comparison.

Figure 3: A sample gaze plot of a shopper considering products on a cereal shelf in a grocery store.

As shown in Figure 2, our results indicated that talker signs were far more effective in terms of catching the eye (visual hits) and capturing interest (time engaging). These signs were viewed about twice as often as flag signs and for more than three times as long. However, this isn't the whole story. Further analysis of the data revealed that flag signs tended to be seen more quickly than talkers (time until notice).

Thus, the eye-tracking data didn't simply pick a winner; it revealed the specific visibility advantages and disadvantages of each signage type. The results suggest that talker signage is the best medium for must-see communications and messaging that take more time to process. Flag signage, on the other hand, is best used for capturing brief, early attention of shoppers as they approach or pass by a given aisle. This example covers only a sliver of the full study findings but it illustrates well the kind of insights that can be drawn from eye-tracking live, uninterrupted shopping experiences. If true context is important to your study, a discrete wearable tracker is a recommended way to go.

Tough one to answer

When you go shopping, how do you decide which products to purchase? That's a tough one to answer because it depends on the category, the store, the purpose of your trip, how hungry you are, how much time you have and a variety of other variables. If you asked 20 people this question, you'd probably get 20 different answers and those answers may not even address the core matter of how we choose what to buy. Consumer decision-making is not rocket science but it is complicated. In order to study it, the tools that you use must be naturalistic, objective and precise. Thankfully, modern wearable eye trackers meet those criteria.

The underlying drivers of product choice were the focus of a study that we conducted for the U.S. Food and Drug Administration (FDA) in late 2014. The rationale for this study came out of the acknowledgement that survey and questionnaire methods, although very useful, do not tell the full story of the shopper's decision-making process. The FDA sought to improve the validity of its research methods by incorporating real consumer visual behavior data. Fielding of this study took place in multiple grocery stores on the East Coast and included analysis of behavior within three different product categories.

In examining shopper choice, we isolated and analyzed visual attention to several elements that are common to most food products (Figure 3). These included pricing, imagery, branding, health claims and the Nutritional Facts label. Because product choice is primarily a visual process, assessing attention to these elements provided us with a unique vantage into the shopper's method of deciding what to buy. The FDA was specifically interested in the role of health and nutrition information in selection and we were able to show it exactly how often consumers considered this package feature.

Studies like this one are not just valuable to an organization like the FDA. The tools and methodology described above are now commonly applied by retailers, brands, universities and marketing research agencies. That's because this type of study provides two important pieces of information. One, it illuminates the cognitive process of shoppers as they make their purchase decisions. Two, it provides directional data for adapting packages, signage and other store elements to more effectively communicate with shoppers. Armed with these two categories of results, stakeholders in consumer behavior are in a better position to attract the attention of customers to the most crucial elements of their products or stores and ultimately increase sales.

Turned a corner

In the past few years, eye-tracking technology has turned an important corner. Fielding a study in an authentic context is no longer a compromise between accuracy and realism, the process of analysis is more efficient and user-friendly and the logistical hurdles of the past have been overcome. In short, the barriers to adoption of this research tool are tumbling down all over the place. Nowhere is this more evident than in the field of shopper insights, where more researchers than ever are leveraging wearable eye-tracking to see the store through the eyes of their customers.

Mike Bartels is the research director for eye-tracking firm Tobii Pro Insight in North America. He can be reached at mike.bartels@tobii.com.

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the business of research

Head them off at the pass

Strategies for maximizing survey credibility

| By Doug Berdie

snapshot

Doug Berdie offers three approaches to anticipate end-user objections and keep research results from ending up gathering dust on the shelf.

Long ago, a client asked me, "What's the use of paying money to conduct research if no one believes the results and the report sits on a shelf collecting dust rather than stimulating action?" Over 40 years as a marketing research vendor has convinced me that failure to acknowledge the importance of this question and to address the underlying concern still results in the underutilization of marketing research data.

Three of the most useful ways to increase the credibility of survey-generated data within marketing research are summarized below. They make sense and are easy to implement. In addition to increasing credibility and, hence, the likelihood that something will be done with the data, implementing these tips also improves data reliability and adds additional depth and insight to it.

Tip #1: Consider using the combination "sample and census" method.

One way research credibility is diminished is when a portion of the population is not surveyed and the complaint is made that not everyone had a chance to express an opinion and, therefore, the results must not be accurate. This lament, which arises from distrust of any sampling procedure (no matter how well it is designed and implemented), diminishes the credibility of almost all types of research where sampling is used. Employees who may not have received an invitation for an employee survey often make this complaint, as do sales personnel and branch offices, who lament that, "You didn't survey my customers. How do I know the results apply to them?"

To address this concern, in research situations where this challenge to credibility can be anticipated, consider using the "sample and census" method of surveying. This method consists of the following process:

- Define the population (and relevant subsets) to which conclusions must be made and se-

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lect an appropriate random sample – marking this sample as the randomly selected sample.
- Make the survey available to everyone in the population (those in the randomly selected sample and those who are not in that sample).
- During the research data collection, devote major effort to obtaining a very high response rate from the randomly selected sample and do not use valuable resources trying to stimulate response from the other people who were offered an opportunity to participate in the survey.
- Use the collected data from the randomly selected sample for quantitative data analysis and as a basis for conclusions of a quantitative nature.
- Compare the summarized, quantitative results from the randomly selected sample to other survey responses to see if they vary and by how much. (You will find that they rarely do vary by much – and that is comforting.)
- In the final report, use the verbatim responses from both the randomly selected sample and the other respondents to provide insights and quotations that support the quantitative findings.

Following is an example of the sample-and-census method. A retail company with 6,000 outlets spread among nine regions wishes to assess customer satisfaction. Its key strategic focus is at the regional (not outlet) level. The "sample" part of the sample-and-census method consists of targeting 350 completed surveys per region (total = 3,150). To obtain this number of completed surveys, the company decides to phone 530 customers per region, randomly distributed among the regional branches. The company has opted to use an extensive phone follow-up procedure along with an option to complete the survey online and, based on its previous experience, is confident this approach will yield an approximate 60 percent response rate and about 350 completed surveys per region. The "census" part of the method consists of placing placards at each of the 6,000 outlets inviting customers to go online to take the survey in that manner.

This approach minimizes the costs associated with obtaining statistically reliable data because it limits the expensive phone surveying and follow-up to the minimal sample needed to obtain the desired regional statistical reliability – while using the much less expensive online survey method to allow all customers an opportunity to give feedback. And, it heads off complaints from the outlets that might otherwise complain that, "You didn't survey my customers so I'm not going to act on the survey recommendations." In addition, by combining the verbatim responses from both the sample and the census groups, there will be insightful comments (many obtained from the census responses) that can be forwarded to individual branches to help them improve the service they provide – further heightening the credibility of the survey results.

Tip #2: Use the "core and idiosyncratic" approach to questionnaire design.

Many questionnaires are designed around the notion that everyone who receives the survey should be asked the same questions. Even in cases where surveys use skip patterns and use other question-funneling tactics, the general idea is that there will be one questionnaire. And, given the need to keep questionnaires to a manageable length, this typical approach means that each decision maker's unique needs will not all be addressed by the survey. Credibility suffers when this traditional questionnaire design logic is used because, instead of the, "You didn't survey the people I deal with" complaint, a related complaint is expressed: "You didn't obtain information about the issues that really affect me."

The way to sidestep this credibility barrier is to use the "core and idiosyncratic" approach to questionnaire design. The "core" questions are those that are of interest to every decision maker who will be asked to act based on the survey results and the "idiosyncratic" questions are those that are of major interest to some decision makers and not to others.

Using the same example as above, let's assume the questionnaire has two sets of questions. The core set consists of questions such as overall satisfaction, likelihood to recommend, satisfaction with general categories of the customer experience (e.g., sales, ordering, billing, delivery, product performance, etc.) and necessary demographic/firmographic questions. There will likely be some more specific questions related to the general categories where feedback will be relevant to everyone (e.g., product reliability, salesperson knowledge, etc.). The idiosyncratic questions will be ones that apply to some outlets and not others and might include such things as, "ease of access from the freeway ramp," "way [certain lines of products that may be only available at some outlets] are displayed" and sets of questions related to product installation (in cases where installation may only be offered by some outlets), etc.

Decision makers, then, are required to have their questionnaire contain the core questions and are allowed to select which of the idiosyncratic questions they wish to have asked.

The benefits of the core-and-idiosyncratic questionnaire method are that the data needed across the entire organization (that can be summarized for an organization-wide profile as well as a regional profile) are collected as core questions – helping meet one major objective of the research while, also, collecting specific, idiosyncratic data that help increase the buy-in from the individual outlets and lead to enhanced credibility of the results.

Tip #3: Use an "early funnel question" in the survey based on role played by the person being surveyed.

One objection decision makers offer for not believing survey results is exemplified by the following from customer experience research: "You asked everyone about each part of the customer experience. Hardly anyone deals with all aspects of the experience and, therefore, much of the feedback is from uninformed people." Although this type of objection may be more common in business-to-business research, it arises in consumer studies as well: "In some families, it's one partner who handles the purchase decision and another who handles the payments and product/service use. Hence, you don't get informed opinions by asking everyone all questions."

The simple way to overcome this credibility barrier is to ask an appropriate funneling question very early in the questionnaire that defines the areas in which the respondent is qualified to give informed feedback – and, then, to only ask that person for feedback in those areas. Although most surveys ask questions about job titles or place in the family, they do not directly ask about the specific role people play related to the products/services of interest. Not all purchase agents in companies, for example, play the same role. Some are actively involved in deciding which product/service is purchased while others only handle the paperwork. If one merely asks about job titles, in this case, one is forced to make assumptions about the actual roles played by various job titles – assumptions that are not necessary if the actual roles people play are asked about directly. Hence, getting information as to the exact involvement of people is critical. A sample funneling question of the type needed is shown here.

Were you, yourself, *actively* involved in the following stages of your company's involvement with Alpha Zero computer?	Yes	No
a. *Reviewing various options* to Alpha Zero that would meet your need?	Y	N
b. *Testing* Alpha Zero before deciding to buy it?	Y	N
c. *Making the final decision to buy* Alpha Zero (either on your own or as part of a decision-making team)?	Y	N
d. Handling the *ordering process* to buy Alpha Zero?	Y	N
e. Helping or overseeing the Alpha Zero *installation*?	Y	N
f. Actually *using* the Alpha Zero?	Y	N
g. *Paying* Alpha Zero invoices?	Y	N

Each of the questions determines whether the respondent is asked the more detailed questions within each of those customer experience categories.

Sometimes, the type of question shown in the example is asked at the very end of the questionnaire (where it can be of no use in directing flow through the questionnaire) or it is asked without being linked to the flow of following questions.

Credibility is enhanced in a number of ways by using this early funnel question. First, decision makers are assured that only those who are really qualified to answer a series of detailed questions are asked those questions, i.e., the collected data is from informed, qualified people. Second, the quality of responses to the entire survey is maximized because the number of questions asked of any individual is limited to areas in which that person has direct experience. This decreases respondent fatigue and heightens the reliability of responses that are given. Finally, by not asking everyone every question, the shorter time needed to complete the survey increases response rates and decreases the deleterious effect of nonresponse bias.

Not deemed credible

It makes no difference how well a research project is designed and executed if the results are not deemed credible. Lack of credibility deters the creation and implementation of steps to capitalize on the collected information. This is true of all types of marketing research, from customer experience to branding to new product research to needs analysis to program evaluations, etc. It also extends to other types of organizational research that marketing researchers may be asked to conduct, such as employee surveys and internal communication surveys.

Some decision makers do not have much research savvy and, as a result, their arguments that specific research results are not credible may be ill-founded. This matters not, however, as they will, under these circumstances too, let the results languish on the shelf rather than act on them.

Fortunately, three easy ways exist to reduce/eliminate most reasons that lead to lack of credibility. These are: using the "sample and census" method to determine who receives a survey invitation; using the "core and idiosyncratic" questionnaire design; and using an "early funnel question" to determine the role of the survey recipient in the experience about which feedback is being requested, so that questioning can be limited to obtain informed responses.

Although not all three of these methods may be needed in each research project, considering them (and implementing them where appropriate) will increase the credibility of the results. And this, in turn, will increase the use to which results are put and enhance the marketing research industry's reputation for providing valuable information.

Doug Berdie is president of Consumer Review Systems, a Minneapolis research firm. He can be reached at dberdie1@msn.com.

Names of Note

In Memoriam...

■ **Sharon Mutter**, owner of *Sharon Mutter Field Services*, Carmel, Ind., and 32-year MRA member, died on May 14.

■ **Dave Goldberg**, CEO of Palo Alto, Calif., research firm *SurveyMonkey* and husband of Facebook executive Sheryl Sandberg, died suddenly at the age of 47 on May 1. Zander Lurie will serve as temporary executive chairman of the board at firm SurveyMonkey for a period of three months.

■ *Quirk's Marketing Research Media*, Eagan, Minn., has added **Sara Potzmann** as assistant news editor.

■ *Dunkin' Brands*, Canton, Mass., announced that **John Costello** has decided to retire in the middle part of 2016. Costello will remain president, global marketing and innovation, until he retires and will continue reporting to **Nigel Travis**, Dunkin' Brands chairman and CEO. As of May 1, he transitioned to a new, more strategic role focused largely on the evolution of the company's brands with a special emphasis on Dunkin' Brands' international businesses. The company will not be replacing Costello and will instead promote two members of the senior marketing leadership team to assume his current responsibilities.

■ *Time Inc.*, New York, has hired **JT Kostman** to the newly created position of senior vice president/chief data officer.

quirks.com/articles/2015/20150711.aspx

■ Baldwinsville, N.Y., *RMS Healthcare*, a division of Research & Marketing Strategies Inc., has appointed **Meghan House** as a CAHPS 1 associate.

■ Chicago researcher *Technomic Inc.* has promoted **Bernadette Noone** to vice president.

■ **Ralph Pagan** has been appointed as vice president of strategy and market intelligence for *SIS International Research*.

■ **Matt Jauchius** has stepped down as CMO of Columbus, Ohio, insurer *Nationwide*. **Terrance Williams**, president of Nationwide Agribusiness, will replace him.

■ *Discover Financial Services*, Riverwoods, Ill., has promoted **Julie Loeger** to senior vice president and chief marketing officer for its U.S. cards business.

■ *The Carlson Group* has promoted **Scott Davenport** to the newly created position director of sales and strategic partnerships.

■ **Kate Hammeke** has joined *Industry Standard Research*, Raleigh N.C., to further develop its portfolio of syndicated and custom market research in the pharmaceutical manufacturing space.

■ Chicago firm *Edelman* has brought in Mediacom's former head of insights for Asia-Pacific, **Catriona Muspratt-Williams**, to head up the Singapore office. Meanwhile, **Andrew Chapman** has been hired as head of Australia.

■ Baldwinsville, N.Y., firm *Research & Marketing Strategies Inc.* has named **Maggy Terpstra** as the marketing and communications coordinator. Separately, the firm has appointed **Colin Hack** as the new business development coordinator.

■ *Opinions Ltd.*, Chagrin Falls, Ohio, appointed **Iris Blaine** as executive director and **Kelly Parsons** and **Janet Kennedy** as client services manager.

■ *Ipsos*, New York, appointed **Oscar Yuan** as president of Ipsos' Strategy 3, its advisory services unit.

■ *MetrixLab*, San Francisco, has appointed **Kimberly Bastoni** to the position of executive vice president North America.

■ **Robert Bridge**, head of international marketing at *Yahoo*, has been promoted with a focus on delivering more personalized content to users as "editorial" is added to a broadening remit.

■ **Leslie Ferraro** has been named president of Disney Consumer Products for *The Walt Disney Company*, Burbank, Calif.

■ *Women in Research* announced the appointment of its 2015-2016 advisory board. The newly appointed board consists of the following women: **Ashley Chauvin**, New York, Citi; **Christina Jenkins**, London, LinkedIn; **Emily Della Maggiora**, San Francisco, Qterics; **Elaine Madansky**, Chicago, Wrigley; **Elaine Coleman**, Boston, ORA.Systems and **Erica Van Lieven**, Sydney, Directions First.

■ *Information Resources Inc.*, Chicago, has appointed **Joan M. Lewis** as a senior advisor.

■ *Colmar Brunton*, Brisbane, Australia, appointed **Marian McCormick** as chief strategy officer.

■ **Wayne Lashua** has joined Cincinnati researcher *Burke, Inc.* as vice president, senior account executive in client services.

■ **Iris Morgenstern** has joined London researcher *B2B International* as research manager. She will be working in its Dusseldorf, Germany, office.

■ **Nada Stirratt** has assumed the CEO role at location-based mobile ad specialist *Verve*, headquartered in Carlsbad, Calif.

■ New York marketing firm *HookLogic* has appointed **Patricio Jaramillo** as vice president of analytics and insights.

■ *Circle Research*, London, has hired **Emma James** as senior research executive and **Tom Russell** as project manager.

■ *NatureBox*, a San Francisco online snack food firm, has hired **Ray Elias** as chief marketing officer.

■ **Steve Lavine** has re-joined *Kinesis Survey Technologies*, an Austin, Texas, software firm, as president. Lavine is co-founder of the company.

■ *Paradigm Sample*, Port Washington, N.Y., has hired **Rick Wilson** as vice president of online and mobile solutions.

■ New York technology firm *PlaceIQ* has appointed **Mandeep Mason**, formerly with Microsoft, to oversee its expansion into the EMEA region.

■ San Francisco technology firm *Hewlett Packard* has appointed **Antonio Lucio** as chief marketing officer. He will lead the marketing efforts for the PC and printer division, HP Inc., which is set to split off from the rest of the business later this year.

■ *Baesman*, a direct marketing and customer insights agency in Hilliard, Ohio, has hired **Leah Cotterman** as director of new business development.

■ **Anthony Domine** has rejoined Nashville, Tenn., marketing and consulting firm *North Star Destination Strategies* as vice president of marketing.

■ *Sprint*, Overland Park, Kansas, has appointed **Roger Solé** as senior vice president of the Hispanic market and senior vice president of innovation. He will head the firm's new Hispanic business unit.

■ London researcher *Demographix* has hired **Gina Lee-Young** as its first head of insight.

■ *ICM Direct*, a London research company, has promoted **Mona Bläute** to deputy operations director and hired **Michael Phillips** as data services director and **Ali Yusuf** as solutions development executive.

■ U.K. television broadcast firm *Channel 4* has promoted **Charlie Palmer** to head of viewer relationship management. He was formerly group marketing manager.

■ London marketing firm *Chime* announced eight new hirings in its Insight and Engagement Group (CIE). **Jessica Turner** has joined Cherry Picked as a qualitative fieldwork consultant. **Isobel Rudlin**, **Liam Kilby** and **Annabel Wood** are now at Watermelon Research, the digital branch, as analysts. **Lora Webb** and **Janine Waters** have joined Facts International as research executive and HR manager, respectively. **Ashley Lewis** is now an insight manager at CIE Commercial and **Sania Haq** has joined Opinion Leader as research manager.

■ *Horizon Media*, a New York marketing firm, has appointed **Rick Watrall** as chief analytics officer.

■ *Smarty Pants*, a Johnson City, Tenn., research firm, has named **Amie Turrill** Owens as head of syndicated research. She is based on Foxboro, Mass.

■ **Mary Beth West**, former *Mondelez International* marketing head, has been named as executive vice president, chief customer and marketing officer at retailer *JCPenney*.

■ **Craig Bahner** has been appointed as president of *Kellogg Co.'s* U.S. Morning Foods branch. He previously served as chief marketing officer of *Wendy's*.

■ New York research firm *Open Mind Strategy* has appointed **Jesse Caesar** as director of research and strategy.

■ Cincinnati firm *Directions Research* has appointed **Jim Lane** as president and chief marketing officer. He takes over for **Randy Brooks**, who will assume the role as chairman of the board.

■ *Ipsos*, New York, announced that **Tim Farmer** recently joined its newly-formed Ipsos Connect division, where he will lead the deployment of MediaCell, the Ipsos electronic audience measurement system.

■ *RG+A*, a New Hope, Pa., health care research and consulting firm, appointed **Amit Vohra** as its new vice president for sales and business development.

■ *TNS* U.K., London, has appointed **Debbie Shuttlewood** as the head of mystery customer research.

■ London cinema advertising firm *Digital Cinema Media* has promoted **Zoe Jones** to marketing and insight director.

■ Stamford, Conn., research firm *FocusVision* has announced several new hires: **James Robertson** and **Donald Bresee** as key accounts director; and **Tyler Breilein**, **Stephanie Ball**, **Gene Filipi** and **Nicholas Suggs** as business development director.

■ Seattle marketing agency *Razorfish Global* has appointed **Samih Fadli** to the newly created position of chief intelligence officer.

■ Stamford, Conn., sports and entertainment intelligence company *Repucom* has appointed **Lars Stegelmann** as the executive vice president commercial operations for its Cologne, Germany, office.

■ *Marketing Sciences Unlimited*, a Winchester, U.K., research agency, has promoted **Andy Myers** to research director.

Research Industry News

News notes

■ **Facebook** announced that it is opening its Internet.org initiative to developers, despite concerns over Internet neutrality. The initiative will enable developers to create services and Web sites that will be accessible through Internet.org.

■ **The Digital Advertising Alliance** (DAA) announced that enforcement of its Principles in the mobile environment (DAA Mobile Guidance) will begin on September 1, 2015, including new guidance specific to mobile, such as cross-app data, precise location data and personal directory data. The Council of Better Business Bureaus and the Direct Marketing Association will extend their ongoing independent oversight of the DAA Principles on browsers to the mobile space. As a result, companies that collect and use data across sites or apps for interest-based advertising will be required to demonstrate compliance with the DAA Principles as they relate to mobile activity starting on September 1.

Acquisitions/transactions

■ Reston, Va., firm **comScore** has acquired **Proximic**, a Menlo Park, Calif., analytics company.

■ **ReconMR**, San Marcos, Texas, has acquired **Voter Consumer Research** Houston.

■ **IMS Health**, Danbury, Conn., has acquired **Dataline Software**, Brighton, U.K., to extend its technology-enabled real-world evidence (RWE) platform and accelerate delivery of integrated clinical and cost-of-care insights for assessing health care value and performance. Dataline's software tools expand the capabilities of Evidence 360, IMS Health's RWE platform.

■ Professional services company **KPMG**, based in Amsterdam, has acquired London customer experience firm **Nunwood**.

■ **App Annie**, a mobile app intelligence platform based in San Francisco, has acquired **Mobidia**, a Richmond, B.C., mobile measurement company.

■ Chicago research firm **Information Resources Inc.** has acquired **Datasea**, a China-based analytic services and market research firm specializing in the retail and CPG industries.

■ Chicago researcher **Market Track** has acquired **NewMo**, a San Rafael, Calif., software firm with the SaaS platform CyberAnalyst. The platform allows clients to monitor, identify and resolve intellectual property and commercial agreement violations.

■ Toronto software firm **ScribbleLive** has acquired **Appinions Inc.**, a New York software company with the Attention Analytics platform.

■ Paris marketing and media company **Publicis Worldwide** has acquired **Vivid Brand**, a London marketing and research agency. Vivid Brand will form a new agency with the same name within the Publicis U.K. network, to be led by Guy Wieynk, group CEO of the U.K. and Nordics at Publicis.

■ **Woodruff Sweitzer**, a Columbia, Mo., marketing firm, has purchased **Confluence**, a Red Wing, Minn., marketing and public relations firm. Confluence will change its name to Woodruff Sweitzer but retain all employees and current Confluence owner Tim McKim will become executive vice president at Woodruff Sweitzer. Financial terms of the deal were not disclosed.

■ **Twitter** is set to acquire marketing technology specialist **TellApart**, Burlingame, Calif., which offers a predictive engine service that anticipates the needs of shoppers. Twitter says the acquisition will allow cross-device identity, targeting and attribution.

■ **Brand Networks**, a social marketing and advertising software company based in Boston, will acquire **SHIFT**, a Los Angeles platform for cross-network social advertising and collaboration, in a $50 million cash and stock deal. The acquisition creates a social marketing platform powered by RelevanceRank, a proprietary technology that lets social media marketers measure and predict the ongoing performance of their paid and organic content across Facebook, Twitter and LinkedIn.

■ **Verisk Analytics Inc.**, a Jersey City, N.J., data analytics company, has acquired **Wood Mackenzie Limited**, a data analytics company based in Edinburgh, Scotland.

■ Woonsocket, R.I., pharmacy chain **CVS** has acquired **Omnicare**, a nursing home pharmacy based in Cincinnati, for $12.7 billion.

■ Shanghai, China, marketing firm **Always Marketing Services**, a WPP company, has acquired **3ree**, a marketing company based in Singapore.

Alliances/strategic partnerships

■ **IBM** and **Facebook** have partnered

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to offer marketers new integrations between the two platforms. IBM said customers will now be able to buy Facebook ads with combined data from Facebook and IBM's Marketing Cloud. Customers will also be able to take campaigns that work on Facebook and replicate them elsewhere.

■ As reported by City A.M., **Nielsen**, New York, is reportedly eyeing a bid for Tesco's U.K., customer science company **dunnhumby**, possibly raising the price of the company to over £2 billion.

■ **AppFigures**, a New York-based reporting platform, will collaborate with **Microsoft** to allow users to integrate data using Power BI and Power BI Designer.

■ **Merkle**, a Columbia, Md., marketing agency, has formed a strategic partnership with **Rentrak**, a Portland, Ore., research company.

■ **Starbucks** is partnering with the music streaming service **Spotify** to allow Starbucks baristas and customers to control the songs played in the shops. Spotify will also be incorporated into the Starbucks mobile app and will give customers the ability to collect points in the Starbucks customer loyalty program, My Starbucks Rewards. Additionally, Starbucks employees will receive a complimentary subscription to Spotify's premium services, which usually costs $10 a month, beginning this summer.

■ **Nielsen** and **Roku Inc.**, have formed a strategic agreement that will enable Nielsen to measure video advertising delivered to Roku streaming players and Roku TV models. Marketers can buy video advertising on the Roku platform with the same kind of audience guarantees available with traditional television. As a first step, Nielsen and Roku will enable OTT measurement through Nielsen Digital Ad Ratings.

■ London research firm **TNS** and sister company **Kantar Media** have partnered with **GeoPoll**, a mobile surveying platform based in Denver.

■ Stockholm-based media company **Mediamätning i Skandinavien** (MMS) has signed up **GfK** to integrate multi-source data streams for traditional and online TV consumption into a single "total video currency." This will produce Sweden's first universal currency covering the full scope of the market that includes traditional linear and time-shift television audiences as well as those viewing video content on smartphones, tablets, laptops and PCs.

■ **Health Connexions** partnered with **Tekcapital**, an international provider of technology and intellectual property services, to provide the Invention Evaluator service to the Health Connexions network of contacts.

■ **NetBase**, a social media analytics company based in Mountain View, Calif., partnered with New York social media site **Tumblr**. This partnership will provide access to the feed of all public activity on the Tumblr platform.

■ **Lumi**, a London research firm, has formed a strategic partnership with **Cint**, a Stockholm research software company, to create a mobile-first panel by combining Lumi's mobile research platform and Cint's panel marketplace platform.

■ **Havas Sports & Entertainment** U.K. and **Cake**, agencies of Purteaux, France, firm Havas Media Group, have partnered to create Havas Sports & Entertainment Cake.

■ **Focus Market Research**, Minneapolis, has partnered with Iselin, N.J., research firm **Schlesinger Associates**. Focus Market Research's project management and recruitment team has transferred to Schlesinger Associates Phoenix and Schlesinger has also acquired Focus Market Research's local Phoenix panel. Focus Market Research's Minneapolis facility and operation remains open for business as usual and remains independent of this Phoenix partnership.

■ Chicago retail data company **IRI** is partnering with research firms **comScore**, Reston, Va., and **Rentrak**, Portland, Ore., to launch a tool linking cross-media advertising to actual shopping behavior. The solution utilizes the IRI ProScores model, which predicts a consumer's spending on a brand. This data is integrated with point-of-sale and panel data, Rentrak's TV viewership data and client data.

■ **Crossmedia**, a New York media services agency, has agreed to utilize the national and local measurement services of Portland, Ore., research firm **Rentrak**.

■ New York analytics technology firm **Affinio** will integrate the search capability provided by Denver software firm **Gnip** to better segment audience members, using common hashtags, content and keywords.

■ Marketing firm **Creston Group** and researcher **Future Foundation**, both in London, are partnering to combine the nVision trend service of Future Foundation with the Creston Group's neuroscience specialization. The combined expertise will be available for both companies' clients and for joint project proposals.

■ Singapore data platform **AdNear** has partnered with Melbourne, Australia, research firm **Roy Morgan**. The partnership will allow AdNear to use Roy Morgan's Helix Personas – a consumer segmentation and data integration tool – to target mobile devices.

Association/organization news

■ **The Qualitative Research Consultants Association**, St. Paul, Minn., has expanded its membership to include qualitative researchers working in areas of product design, branding strategy and user strategy as well as academics (college professors and graduate students teaching qualitative research).

■ **Millward Brown Vermeer**, the **Advertising Research Foundation**, **ESOMAR**, **Kantar** and **Korn Ferry** are partnering to lead Insights2020 – Driving Customer-Centric Growth, a global marketing leadership initiative focused on aligning insights and analytics strategy, structure and capability to drive business growth. The initiative's founding partners will collaborate with the Insights2020 advisory board, chaired by Keith Weed, chief marketing and communications officer at Unilever.

Awards/rankings

■ Mumbai, India, research firm **Cross-Tab Group** has received an Inc. India Innovative 100 award.

■ **ReachLocal Inc.**, a Woodland Hills, Calif., online marketing firm, has been awarded a 2015 Confirmit ACE (Achievement in Customer Excellence) Award, which celebrates "outstanding achievement in voice of the customer and customer experience." ReachLocal earned the award from **Confirmit**, an Oslo, Norway, software firm, for its client survey program which solicits feedback throughout the customer lifecycle from point of entry (new client), to maintenance (check in) and client churn.

■ **Better Homes and Gardens**, along with Toronto-based marketing research firm **BrandSpark International**, announced the winners of the 2015 Better Homes and Gardens Best New Product Awards and the 2015 BrandSpark Most Trusted Awards. Representatives from winning brands included Olay, Maybelline, Listerine, Clean & Clear and St. Ives.

■ **BRICS100 Research**, Cape Town, South Africa, released the first ever BRICS100 annual listings of the fastest growing companies of BRICS (Brazil, Russia, India, China, South Africa) nations for the year 2014. The top 10 list includes: 1 - Alibaba (China); 2 - RoboCV (Russia); 3 - ZeptoLab (Russia); 4 - UniPay (Brazil); 5 - FlipKart (India); 6 - Veduca (Brazil); 7 - DesComplica (Brazil); 8 - OlaCabs (India); 9 - iMusica (Brazil); 10 - Snapdeal (India).

■ **The Customer Experience Professionals Association** announced the winners of its 2015 CX Innovation Awards: Crowe Horwath LLP, John Deere, Optum, Sandy Spring Bank and Western National Insurance Group. Additional finalists were also honored.

■ Jose Luis Rodriguez, a senior from Loyola University Chicago, has won **GfK's** fourth annual Next Generation Competition, where college graduates from a variety of disciplines propose market research projects examining today's business and marketing issues. Rodriguez submitted the winning paper, "Mobile User Experience Sentiment: Preference Profiles Across Lifestyles," where he found that different smartphone user groups had distinct likes and dislikes regarding the usability of their phones' features. He will travel to New York City for coaching and learning sessions with GfK researchers and thought leaders.

■ **Hannaford's** and **Publix** took the top spots in the 2015 Temkin Effort Ratings, which rate how easy or difficult companies are to work with. Based on a study of 10,000 U.S. consumers conducted by the Temkin Group, a Waban, Mass., customer experience firm, the ratings examine 293 companies across 20 industries. Aldi, Lowe's, credit unions, PetSmart, Trader Joe's, Amazon.com, Bed Bath & Beyond, Advance Auto Parts and Walgreens fill out the top 10 spots.

☠ew accounts/projects

■ **ThinkNow Research**, Burbank, Calif., has been awarded a five-year/20-year option Advertising & Integrated Marketing Solution Schedule 541 contract by the **U.S. General Services Administration**, the procurement agency for the federal government.

■ Cambridge, Mass., research firm **Abt Associates** won its second evaluation contract from the U.K. Department for International Development to assess the effectiveness of pilot projects testing the use of "pull mechanisms" to incentivize private sector involvement in markets and address market failures impeding the development of markets to serve smallholder farmers. The nine-year, $5.5 million evaluation contract is part of the $118 million AgResults initiative funded by Australia, Canada, the U.K., the U.S., and the Gates Foundation. The contract will continue and expand work begun under an initial contract won in 2013.

■ **PostUp**, an Austin, Texas, software firm, has joined the **Return Path** partner program, integrating with its products to give brands more insight into campaign performance and to allow test messaging, previews of campaigns and device detection.

■ Portland, Ore., researcher **Rentrak** announced a TV ratings and video on demand measurement agreement with **Viacom Media Networks**. Viacom will utilize Rentrak's demographics measurement capabilities, which include Rentrak's viewing information and integrated purchase information from IRI, Shopcom and IHS Polk's Automotive segmentations.

New companies/new divisions/ relocations/expansions

■ **SFW**, a Greensboro, N.C., marketing agency, has opened a new office on North Carolina State University's Centennial Campus. The office offers services including marketing research, digital, strategy, creative and account management. Additionally, Victoria Kearns will serve as the managing director of SFW Raleigh.

■ Sandeep Chibber and Ashish Mathur have launched **SampTech Consulting Services** in Gurgaon, India. The firm will provide qualitative and quantitative research, online and offline data collection, data processing and analysis, dashboards and report writing.

■ In London, Gary Dods and Jonathan Owen have set up **WeAreFearless**, a company which will specialize in creating "human centric" brand engagement strategies utilizing consumer neuroscience.

■ **Opinions Ltd.**, Chagrin Falls, Ohio, opened a new mall-based data collection facility in the Washington, D.C., area at Annapolis Mall and tapped Yvonnie Fayson as facility manager.

■ **GlobaLexicon**, a language and translation service provider based in London, has opened a new office in Antwerp, Belgium.

■ **RealityMine**, a Manchester, U.K., researcher, is expanding its syndicated TouchPoints and measurement business to 20 new markets worldwide. It has also secured rights to the TouchPoints name and has hired the USA TouchPoints founders, Jim Spaeth and Alice K. Sylvester, as chief product officer and chief growth officer, respectively, at RealityMine.

■ London firm WPP's **Data Alliance** opened a new office in Cape Town, South Africa, as part of its expansion into Africa, naming Devon Tighe as the managing director.

■ San Francisco digital agency **Questus** opened a branch office in Brea, Calif.

■ **Havas Media Group**, New York, launched a new independent consultancy and solutions offering, HMG Consulting, led by Darren Goldie.

■ London research and strategy firm **Mavens** is opening a U.S. headquarters in San Diego and a Latin America headquarters in Sao Paulo.

■ **SurveyGizmo**, a Boulder, Colo., software company, has opened a support office in London.

■ **Progressive Business Media**, a Greensboro, N.C., publisher, has launched a new division, Progressive Market Research. It will provide customized and proprietary research, including market analysis and strategic company and consumer insights, to the home furnishings industry.

■ The joint venture between London marketing firm **dunnhumby** and grocery chain **Kroger**, dunnhumbyUSA, will be converted to a new agency, to be known as **84.51°**. The new firm will absorb the staff of dunnhumby USA but will be wholly owned by Kroger and will use dunnhumby's tools under license. The name of the firm alludes to the longitudinal coordinate of the firm's new offices.

■ Six independent research companies have established the **Digital Insight Network**, an association to enable them to share best practice information and innovations in the field of digital methodologies. Members will also assist each other with global research projects. The companies, **eDigitalResearch**, Southampton, U.K.; **MRSS India**, Mumbai, India; **Efficience3**, Reims, France; **Wallis**, Melbourne, Australia; **Buzz Channel**, Auckland, New Zealand, and **Brädo Creative Insight**, St. Louis, say that the network will provide businesses with an alternative to multinational research firms, offering instead local insight but on an international platform.

■ New York marketing and advertising agency **J. Walter Thompson** has brought together three of its divisions, **Sonar**, **Analytics** and the **Innovation Group**, to form a new research and analytics group, the Intelligence Group. Sonar explores cultural trends using qualitative and quantitative research, while Analytics generates marketing ideas utilizing data and technology and the Innovation Group predicts future trends.

■ **The Latin Field Team**, an Austin, Texas, researcher, has opened a new focus group facility and call center in Mexico City's World Trade Center.

■ WPP's parent company **GroupM**, a New York media investment company, is expanding its sports and entertainment offering under a new global agency brand, ESP.

■ **SIS International Research** has reported that its fieldwork and data collection unit has grown its U.S. qualitative research database in both in regional as well as major cities such as New York, Chicago and Los Angeles. The company also announced that it has enhanced its Hispanic research capabilities and its Spanish-speaking recruiting and fieldwork capabilities with the addition of Ana Rangel, based in the company's New York office. Also, Ralph Pagan has been appointed as vice president of strategy and market intelligence and will lead the SIS B2B research team and will work alongside Damir Giliyazov, manager of market intelligence.

Research company earnings/ financial news

■ Portland, Ore., research firm **Rentrak Corporation** announced fourth-quarter 2015 revenue of $28.5 million, a 32 percent increase. For fiscal 2015, total company revenue grew to $102.9 million, a 36 percent increase from last year.

■ **Gartner Inc.**, Stamford, Conn., reported first-quarter 2015 revenue of $471.2 million, an increase of 5 percent over first quarter 2014 and 12 percent excluding the foreign exchange impact.

■ Nuremberg, Germany-based **GfK** has grown by 8.2 percent in the first quarter of 2015 compared to the same period last year. The adjusted operating income increased by 15.7 percent and the margin improved to 7.5 percent (versus 7.0 percent in the same period last year).

■ **Nielsen N.V.** reported first-quarter 2015 revenue of $1,458 million, down 2.1 percent due to the impact of foreign exchange but up 4.4 percent on a constant currency basis, compared to the first quarter of 2014.

■ **DJS Research**, Cheshire, U.K., reported sales of £3.6 million during the financial year 2014/15, which represents a 26 percent increase over the previous financial year.

CALENDAR OF EVENTS

••• can't-miss activities

Unicom will hold a conference, themed "Behavioral Models and Sentiment Analysis Applied to Finance," on July 15-16 at the Millennium Hotel London Mayfair. Visit http://conferences.unicom.co.uk/sentiment-analysis/.

Alta Plana will hold an event, themed "Sentiment Analysis Symposium," on July 15-16 at the New York Academy of Sciences in New York. Visit http://www.sentimentsymposium.com/.

IIR will hold its OmniShopper 2015 event on **July 20-22** at the Radisson Blu in **Chicago**. Visit http://www.iirusa.com/omnishopper/about.xml.

Quirk's will hold its Quirk's Summer Party event on **July 21** at The Gage Chicago in **Chicago**. Visit http://conta.cc/1QkkE5h.

MRA Great Lakes Chapter will hold a Chicago Meet and Greet on **July 30** at the Pegasus-Greektown in **Chicago**. Visit http://www.glcmra.com/.

The Management Roundtable will present a conference, themed "Summer Camp 2015: Positive Digital Strategy," on August 5-7 in Colorado Springs, Colo. Visit http://thecollaboratives.com/.

Worldwide Business Research will hold its flagship conference, "eTail East," on August 10-13 at the Sheraton Boston Hotel in Boston. Visit www.etaileast.com.

The AMA will hold its summer marketing educator's conference on August 14-16 in Chicago. Visit www.ama.org.

Adaptive Path will hold its flagship event, UX Week, on August 25-28 at the Hyatt Regency San Francisco in San Francisco. Visit http://www.adaptivepath.com/events-training/.

MRA Great Lakes Chapter will hold its fall conference on **September 9-11** at the Hyatt Regency Hotel in **Cincinnati**. Visit http://www.glcmra.com/.

The 2015 Pharma CI USA Conference and Exhibition will be held on September 10-11 at the Hilton Parsippany Hotel in **Parsippany, N.J.** Visit http://pharmaciconference.com/.

The Merlien Institute will hold a conference, themed "Market Research in the Mobile World Europe," on September 15-17 in London. Visit http://www.mrmw.net/europe.

Unicom will hold a conference, themed "Data Analytics, Business Intelligence (Analytics) and the Roles of Predictive Analytics and Real Time Analytics" on **September 17** at the Congress Plaza Hotel in **Chicago**. Visit http://conferences.unicom.co.uk/data-analytics-chicago/.

The Strategy Institute will hold its Digital Customer Experience Strategies Summit on September 23-24 in Chicago. Visit http://www.digitalcustomerexp.com/.

The AMA will hold its annual marketing research conference on September 27-29 in Austin, Texas. Visit www.ama.org.

ESOMAR will hold its annual congress on September 27-30 in Dublin. Visit www.esomar.org.

PMRG will hold its ninth annual meeting of the PMRG Institute on October 4-6 at the Marriott Philadelphia Downtown. Visit http://www.pmrg.org/EventsWebinars/tabid/58/Default.aspx.

The MRA will host the Corporate Research Conference on **October 5-7** in **St. Louis**. Visit http://crc.marketingresearch.org/.

QRCA will hold its annual conference on October 7-9 at the Hilton Bonnet Creek in Orlando, Fla. Visit www.qrca.org.

Richmond Events will host a conference, themed "The Market Insight Forum," on October 8 at the Harvard Club in New York. Visit http://www.us.marketinsightforum.com/.

Worldwide Business Research will hold a conference, themed "Luxury Interactive," on October 13-15 at the Time and Life Building in New York. Visit www.luxuryint.com.

MSPA North America will hold its Customer Experience Conference on **October 13-15** at the Hilton Universal City in **Los Angeles**. Visit http://www.mspa-na.org/events.

The Neuromarketing Science and Business Administration (NMSBA) will hold a conference, titled "Neuromarketing in Retail," on October 15-16 in Amsterdam. Visit http://www.neuromarketingretail.com/.

CASRO will hold its annual conference on October 21-23 in Miami. Visit http://www.casro.org/?page=40AC.

The Merlien Institute will host a conference, themed "Qualitative 360 Asia Pacific," on October 21-22 in Kuala Lumpur. Visit http://qual360.com/asia-pacific.

The Life Insurance and Market Research Association will hold its annual conference on October 25-27 at the Sheraton Boston Hotel in Boston. Visit www.limra.com.

Research and Results will hold its annual conference on October 28-29 at the MOC Convention Center in Munich, Germany. Visit http://www.research-results.com/trade-show/exhibitor-information.

IIR will hold its Market Research Event on November 2-4 at the Rosen Shingle Creek in Orlando, Fla. Visit http://www.iirusa.com/research/event-home.xml.

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. For a more complete list of upcoming events visit www.quirks.com/events.

INDEX OF ADVERTISERS

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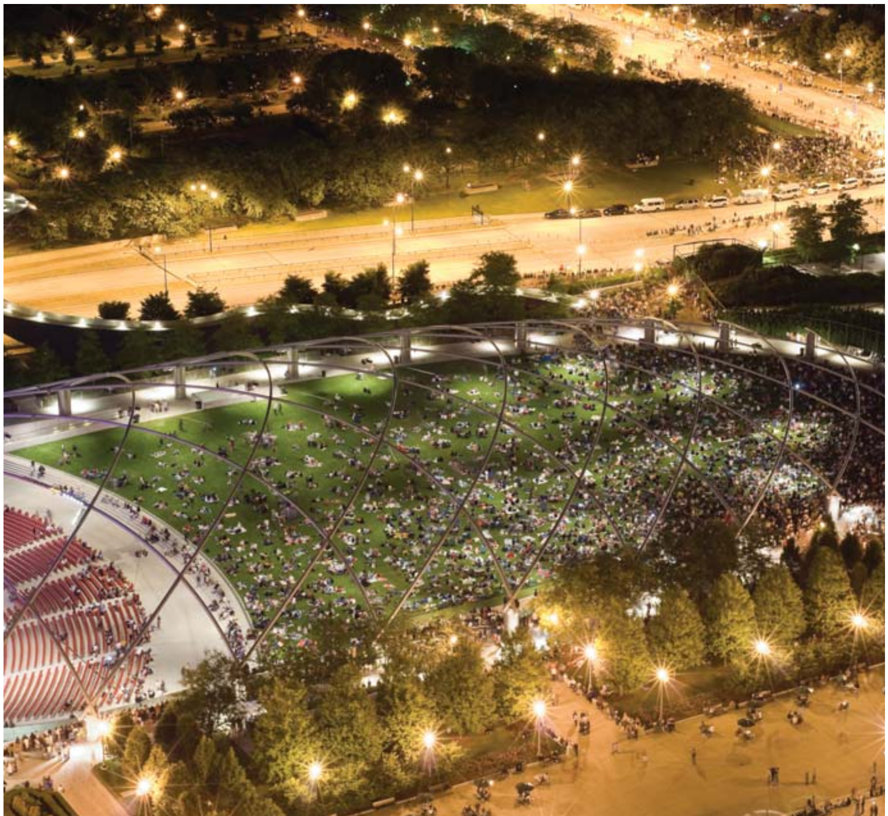
BEFORE YOU GO ••• issue highlights and parting words

••• cover-to-cover

Facts, figures and insights from this month's issue



page 8 — When firms explain a negative event as due to an external cause, company leaders can appear powerless or dishonest to shareholders.

page 16 — Gen Y drivers also aspire to certain driving experiences that connected cars can readily tap.

page 28 — A good moderator knows when and how to listen.

page 31 — It didn't take much to get people to open up. They liked talking about their relationship to plants.

page 36 — All retailers preferred organic pesticides and most of their employees felt the same way.

page 44 — Being able to quantify the impact of specific transactions on NPS was a great first step for AAA.

Don't miss Quirk's summer party

Join Quirk's on Tuesday, July 21 for a cocktail party at The Gage Chicago. Mix and mingle with other Quirk's subscribers and supporters at this casual networking event. The party is a perfect stop for those attending the 2015 OmniShopper Conference or anyone who is looking for a reason to celebrate summer in Chicago!

Located across from the Crown Fountains at Millennium Park, The Gage offers upscale comfort food, fine wines, boutique beers and small batch whiskeys. Enjoy the pub's vintage décor – and a drink list that attracts tourists and locals alike – as you network. Free drinks and appetizers will be provided.

Space is limited, so please register in advance at http://conta.cc/1R11Rrj.

Coming in the August Quirk's

••• global research

A report from ESOMAR country reps on the current state of MR in several Latin American countries.

••• customer experience research

John Goodman examines updating the definition of the voice of the customer.

••• data use

Keith Chrzan explores using max-diff as a tool to quantify the popular five-factor model of personality.