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AUGUST 2011

Social media research

> Understanding social media's effect on research

> What can text analytics teach us?

> How social media research complements traditional methods


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in case you missed it...

news and notes on marketing and research

Americans' work follows them home

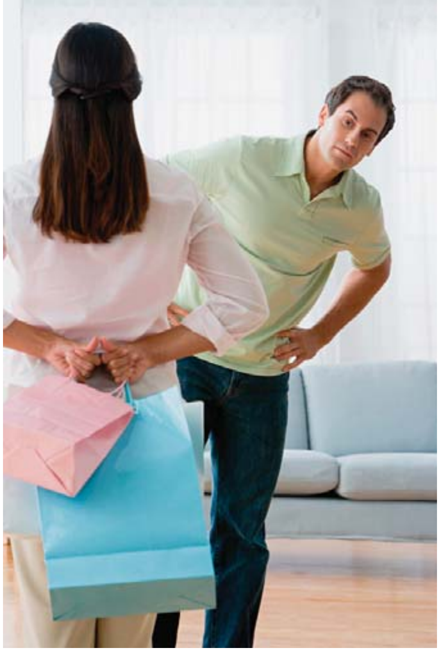
A weekend is hardly a break anymore when Americans are using their two free days to get more done at home and on the job. Overall, Americans have cut back on time previously spent relaxing and watching TV and the weekends are no exception, according to the 2010 American Time Use Survey by the Bureau of Labor Statistics, McLean, Va.

Thirty-five percent of workers overall work on weekends. A slightly greater percentage of part-timers work on weekends than full-time employees. On average, those who work weekends work five-and-a-half hours. More than half of sales workers work on weekends, the largest percentage among occupations in the survey. But weekend duty is a fact of life for only 20 percent of office and administrative personnel.

More than half of those with multiple jobs work on weekends, compared with about a third of those with just one job. Almost 40 percent of those with more than one job work at home, compared with about 22 percent of those with a single job.

Women worked more hours overall than they did two years ago, especially on weekends. Employed women, who historically have worked fewer hours than men, are catching up as the hours men work are decreasing. While employed men still work about 40 minutes more a day than women, the average employed woman spends seven hours and 26 minutes a day doing work or work-related activities - more than 10 minutes more than last year.

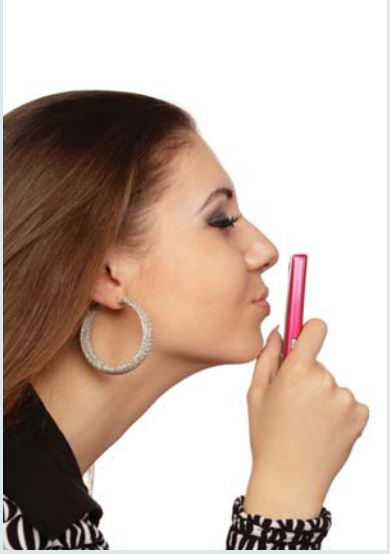
Shame shopping - women indulge but hide their loot



It's no secret that women go to great lengths to save money but pinching pennies isn't a cure-all for the guilt some feel after making a purchase. Thirty-seven percent of women reported that they have saved $51-$100 while making a purchase but - good deal or not - 67 percent of women have felt guilty about a purchase they made because of the price, according to Wakefield, Mass., daily deal site Eversave.

Thirty percent admit to hiding a purchase in the trunk of their car until they can sneak it in the house undetected and 55 percent of women have also thrown something out or donated an old item to make room for new purchases.

On the other hand, 18 percent of women shop guilt-free regardless of price. The most common ways women save money are by using coupons and/or promo codes (93 percent); shopping during sales (93 percent); using daily-deal sites (83 percent); and signing up to receive e-mails with coupons and savings from their favorite brands (80 percent).



What does your digital screen mean to you?

You may not think that you have a deep, personal relationship with the screens of your computer, television or smartphone but research says you do. BBDO Worldwide and Microsoft Advertising partnered with Paris research company Ipsos to conduct a study examining which Jungian archetypes go with which digital screen, according to Karl Greenberg's June 20 article, "Understand What Screens Mean On Jungian Level," for MediaPost.

Using projection techniques, picture interpretation, quantitative and qualitative analyses, the study examined how consumers emotionally connect and interact with each screen. BBDO and Microsoft then applied Jungian archetypes to give each device a personality.

So what kind of different responses do the various kinds of digital-screen devices evoke? Consumers polled think of TV as a kind of "everyman, an old friend" - an essentially passive person who is comfortable in your home. In the U.S. and U.K., people have a strong friendship with TV, driven to some extent by feelings of nostalgia.

People think of the PC as an older sibling - someone that people can learn from, show off to and compete with. People trust their PCs more than their TVs, especially in China and former Soviet-bloc countries and among younger consumers.

The mobile device represents "a new lover," since it is the most personal device and something consumers want with them at all times. It is still new and its archetypal appeal cuts across cultures.

Research shows social networking site users more socially connected

Questions have been raised about the social impact of widespread use of social networking sites like Facebook, LinkedIn, MySpace and Twitter. Do these technologies isolate people and truncate their relationships? Or are there benefits associated with being connected to others in this way? The Pew Research Center's Internet and American Life Project, Washington, D.C., examined social networking sites in a survey that explored people's overall social networks and how use of these technologies is related to trust, tolerance, social support and community and political engagement.

There is considerable variance in the way people use different social networking sites. Fifty-two percent of Facebook users and 33 percent of Twitter users engage with the platform daily, while only 7 percent of MySpace and 6 percent of LinkedIn users do the same. On Facebook on an average day, 15 percent of users update their own status; 22 percent comment on another's post or status; 20 percent comment on another user's photos; 26 percent Like another user's content; and 10 percent send another user a private message.

Facebook users are also more trusting than others. Respondents were asked if they felt that most people can be trusted. Using regression analysis to control for demographic factors, the study found that the typical Internet user is more than twice as likely as others to feel that people can be trusted. Facebook users are even more likely to be trusting. A Facebook user who uses the site multiple times per day is 43 percent more likely than other Internet users and more than three times as likely as non-Internet users to feel that most people can be trusted.

The average American has just over two discussion confidants (2.16) - that is, people with whom they discuss important matters. This is a modest but significantly larger number than the average of 1.93 core ties reported when Pew asked this same question in 2008. Controlling for other factors, someone who uses Facebook several times per day averages 9 percent more close, core ties in their overall social network compared with other Internet users.

Looking at how much total support, emotional support, companionship and instrumental aid adults receive, the average American scored 75 out of 100 on a scale of total support, 75 out of 100 on emotional support (such as receiving advice), 76 out of 100 in companionship (such as having people to spend time with) and 75 out of 100 in instrumental aid (such as having someone to help if they are sick in bed).

Internet users in general score three points higher in total support, six points higher in companionship and four points higher in instrumental support. A Facebook user who uses the site multiple times per day tends to score an additional five points higher in total support, emotional support and companionship than Internet users of similar demographic characteristics. For Facebook users, the additional boost is equivalent to about half the total support that the average American receives as a result of being married or cohabitating with a partner.

Looking only at the people deemed core discussion confidants by social networking site, 40 percent of users have friended all of their closest confidants. This is a substantial increase from the 29 percent of users who reported in the 2008 survey that they had friended all of their core confidants.

The number of those using social networking sites has nearly doubled since 2008 and the population of social networking sites users has gotten older. Seventy-nine percent of American adults said they used the Internet and nearly half of adults (47 percent), or 59 percent of Internet users, said they use at least one social networking site. This is close to double the 26 percent of adults (34 percent of Internet users) who used a social networking site in 2008. Among other things, this means the average age of adult social networking site users has shifted from 33 in 2008 to 38 in 2010. Over half of all adult social networking site users are now over the age of 35. Some 56 percent of social networking site users now are female.

Facebook dominates the social networking site space in this survey: 92 percent of social networking site users are on Facebook; 29 percent use MySpace, 18 percent used LinkedIn; and 13 percent use Twitter. For more information visit www.pewinternet.org.

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WHO HAS THE FOLLOWING?

8 FOCUS SUITES

5 FOCUS VISION UNITS

1 DEGREED CHEF

300 LINEN NAPKINS

44 RECRUITERS

1 STATISTICIAN

15 PRIVATE BATHROOMS

TOO MANY PARKING SPACES TO COUNT

5 DEDICATED PROJECT MANAGERS

3 FULL TIME FACILITY MANAGERS

1 "REAL" STAINLESS TEST KITCHEN (with mirrored observation room)

3 ADDITIONAL WORKING KITCHENS

41 ASSORTED BACHELOR/MASTER DEGREES

AND LEGENDARY VERSATILITY, HONESTY & CREATIVITY

BALTIMORE RESEARCH

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names of note

GfK Custom Research North America, New York, has promoted **Angelo Pierro** and **Joseph Schiappa** to managing director, Canada.

Mitch Danklef has joined Fresno, Calif., research company *Decipher Inc.* as senior vice president, client development.

Danklef

Feld

Karl Feld has been named vice president, international research, at *Abt Associates*, a Bethesda, Md., research company.

Paul Conner has joined *Sentient Decision Science Inc.*, a Portsmouth, N.H., research company, as vice president, behavioral science.

Portland, Ore., research consulting firm *Zanthus* has promoted **Amanda Durkee**, **Sarah Marin**, **Doug Wicks**, **Carole Wiedmeyer** and **Sarah Kyle** to partner.

London research company *BrainJuicer Group PLC* has appointed **Matte Wicklin** as vice president, North America, South and Southeast.

Leslie Wood has been named chief research officer of *Nielsen Catalina Solutions*, a Cincinnati research company.

Merrill Dubrow, president and CEO of *M/A/R/C Research*, Dallas, has been named chairman of the executive committee of the *A.C. Nielsen Center for Marketing Research* at the University of Wisconsin – Madison. Additionally, M/A/R/C has hired **Eric Swayne** as director, social analytics and insights.

Research Now, Plano, Texas, has appointed **James Burrows** as senior vice president, client development. Burrows will be based in New York. Research Now has also promoted **Sadia Corey** to director, client development. Additionally,

Burrows

Corey

Research Now has expanded its team in Munich, Germany, to include **Markus Lochner** and **Patrycja Reinhart** as client development executive. Separately, Research Now's

Lochner

Reinhart

parent company *e-Rewards Inc.* has added **Braxton Carter** to its board of directors.

Carter

McCarthy

ICM Direct, a Richmond, Va., research company, has appointed **Pat McCarthy** to lead its online research offering.

Menlo Park, Calif., research company

Knowledge Networks has appointed **Christopher J. Moessner** as vice president, public affairs, to lead the company's Washington, D.C., practice. Separately, Knowledge Networks has hired **David Brown** as vice president, consumer packaged goods and retail.

Sen

Chicago research company *Synovate* has hired **Shreya Baksi Sen** to lead its specialist customer experience practice in India. The company has also hired **Gary Martin** as managing director for Synovate in Australia. Martin will be based in Sydney. Finally, Synovate has expanded its business consulting team in the Middle East and North Africa (MENA). **Karthik Ramamurthy** will lead the team in MENA and India and **Rashid Al Banna** will lead operations in the United Arab Emirates and Kingdom of Saudi Arabia.

Framingham, Mass., research company *Kadence International* has hired **Jeremiah Rodriguez** as insight analyst and **Kate Shafir** and **Benjamin Daigle** as insight executive.

London research company *Added Value* has made the following appointments: **Cauri Jaye**, group senior vice president, technology, Added Value Global; **Stephen Palacios**, executive director, business development, and executive director, intercultural practice, Added Value North America; and

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product and service update

New tool aims to show Acuity4 Social media mining

Voxco, a Montreal research company, has launched Acuity4 Social, a social media monitoring and insights platform designed to allow users to measure what the social Web is saying about their company, products, brands and competitors. The platform aims to tap multiple Web sources and extract the most relevant information based on the chosen topics. Once the information is extracted, Acuity4 Social provides analytics tools and reporting capabilities, including sentiment analysis per category and topic; drill-down from key categories; influencer map/network; objectivity and subjectivity ranking; and identification and ranking of most important topics.

Acuity4 Social is delivered through a software-as-a-service model and is based on natural language processing, machine learning algorithms and semantic analysis. For more information visit www.acuity4.com.

New software sets out to decipher human emotions and facial expressions

Lausanne, Switzerland, research company nViso has released facial imaging software designed to detect and decode facial microexpressions and eye movements. The technology is intended to use these expressions and movements to interpret human emotions, allowing marketers to track and understand the emotional effects triggered by products and brand messages accurately.

NViso uses artificial intelligence and machine learning systems to decipher human emotions. Using a standard Webcam or similar video equipment, nViso tracks over 143 different facial points to identify a range of features and relates them to models developed with facial databases. For more information visit www.nviso.ch.

Lightspeed debuts offering to Engage research participants

Lightspeed Research, Warren, N.J., has debuted Lightspeed Engage, a global market research panel offering designed to provide the flexibility to meet individual client requirements, from custom panels to online communities with peer-to-peer activity and ethnographic analysis. Engage is currently available across the Americas, Europe and Asia-Pacific.

Lightspeed Engage communities, which can be a subset of a larger panel, are facilitated by experts who seed and monitor discussions about trends, values, attitudes and product usage, probing deeper for insight and behaviors as directed by clients. The community feature is intended to help clients understand how brand messages are moving through their consumer base - particularly from brand influencers. For more information visit www.lightspeedresearch.com.

FocusVision enhances InterVu solution

Stamford, Conn., research company FocusVision has released InterVu 2.0, an upgrade to its Webcam-enabled focus group platform with a new project management portal and marking tool. FocusVision's project management portal is intended to automate respondent Webcam fulfillment and testing as well as provide real-time status into respondent progress. The marking feature is designed to allow users to timestamp key moments in their research. InterVu 2.0 also provides researchers and agencies access to all of FocusVision's standard capabilities, including clipping, chat, archive, video-synchronized transcripts and audio podcasts. For more information visit www.focusvision.com.

Digital campaign measurement puts panelists on the AdRadar

New York research company Dynamic Logic has released AdRadar, a technology designed to link digital ad exposure to research panels by identifying panelist exposure to digital assets and then providing analysis into how digital marketing activities impact brand equity, consumer behavior and the bottom line.

AdRadar enables links to third-party databases (i.e., consumer packaged goods, retail, travel, lodging, dining, entertainment, services), a client's own proprietary databases, financial databases, as well as data from existing industry partners. Other features include multiple panel linkages to offer more flexibility in analysis and pricing; quick turnaround for hard-to-recruit demographic groups; continuous measurement of digital ad exposure for brand health tracking; easy implementation for publishers and agencies; the ability to define a control sample based on campaign footprint by identifying consumers who have visited the sites within the campaign but were not exposed to the campaign itself; and campaign profiling that explores whether a campaign hit intended target groups on select sites. AdRadar can also serve as a solution for campaigns that may not lend themselves to standard online intercept methodologies due to site and placement restrictions. For more information visit www.dynamiclogic.com.

Toluna upgrades DIY survey tool with free option

Dallas research company Toluna has launched a new version of its do-it-yourself tool QuickSurveys in an effort to allow users to create surveys for free and distribute them via e-mail or social networks. The new release is free if users find their own respondents by sharing surveys through e-mail, Twitter, Facebook or Web sites. Alternatively users can choose to pay according to the number of completions they want from Toluna's global panel of four million respondents. Surveys run on Toluna's panel can include up to 15 questions, while

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research industry news

News notes

On June 23, the United States Supreme Court ruled that states may not prohibit the use of information about physician health care practices in the marketing of medicines. The court's decision in Sorrell v. **IMS Health**, a Norwalk, Conn., research company, holds that a Vermont statute violates the First Amendment by banning the voluntary exchange of information on a matter of public importance – improperly restricting the rights of others from using information about physicians' prescribing practices. Existing laws in Maine and New Hampshire also will likely be declared unconstitutional or repealed in light of this decision.

CETRA Language Solutions, an Elkins Park, Pa., translation firm, has achieved ISO certification for meeting international quality standards for the provision of translation, interpretation and localization services. ISO 9001:2008 recognizes the overall quality management system and ISO 13485:2003 recognizes the standard for medical devices and related services.

Acquisitions/transactions

The board of **Aegis Group PLC**, London, confirmed in June that it is in discussions with Paris research company **Ipsos** regarding Aegis' market research business Synovate. At press time no transaction had been announced.

Additionally, Aegis has acquired **ICUC Moderation Services**, a Winnipeg, Manitoba, research company.

Google, Mountain View, Calif., has acquired **PostRank**, a Waterloo, Ontario, data analysis company.

Los Angeles entertainment news company **Variety Group** has acquired Los Angeles research firm **TVtracker**.

ABI Research, New York, has acquired Austin, Texas, research company **Market Eye 1**.

Alliances/strategic partnerships

New York researcher **The Nielsen Company** and **MyWebGrocer**, a Colchester, Vt., digital grocery company, have partnered to offer consumer packaged goods companies a view into consumers' online supermarket purchases. Nielsen will use MyWebGrocer's Online Basket View to provide insights on online supermarket shopping sales for its retail clients included in the MyWebGrocer network.

London research company **YouGov** has bought out U.K. marketing veteran Carole Stone's 49 percent stake in a four-year-long joint venture.

Research companies **MediaBank**, Chicago, and **TRA Inc.**, New York, have partnered to integrate TRA's Purchaser Rating Points directly into MediaBank's workflow platform. MediaBank clients will also use TRA's Media TRAnalytics system to match measurement of TV tuning from set-top box data with actual purchase behavior.

San Francisco research company **EmSense** has partnered with Buckinghamshire, U.K., research company **Fifth Dimension** to integrate EmSense's neuromeasurement headset, the EmBand, into Fifth Dimension's virtual testing environment.

Roger Green and Associates Inc. (RG+A), a New Hope, Pa., research company, has entered into an agreement with Christine Corner, a U.K. consultant who will help manage the company's European clients. Corner will also act as an independent consultant for RG+A OUS projects.

Research companies **comScore Inc.**, Reston, Va., and **GfK MRI**, New York, have partnered to develop a product linking Americans' online media habits with print readership and other media consumption data in a database dubbed comScore-MRI Fusion.

New York research company **Envirosell** has partnered with Bangkok, Thailand, research company **Index Creative Village**.

Association/organization news

The Marketing Research Association is relocating its headquarters from Glastonbury, Conn., to Washington, D.C.

Awards/rankings

Tod Johnson, chairman and CEO of The NPD Group, a Port Washington, N.Y., research company, has been inducted into the Market Research Council Hall of Fame as the 2011 Current Practitioner honoree.

Chicago research company **Synovate** was ranked the No. 1 market research company in Hong Kong by *Marketing Magazine*'s Agency of the Year 2011 survey for the third consecutive year.

The **National Student Advertising Competition** team of the University of Virginia - Charlottesville won the Ad-ology Award for the Best Use of Marketing Research during the 2011 American Advertising Federation conference for planning

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> data use

By Ted D'Amico

A new approach for profiling brands and analyzing competitive information

Editor's note: Ted D'Amico is a consultant to Erdos & Morgan, a Syosset, N.Y., research firm, and president of D'Amico Associates, a Jericho, N.Y., research firm. He can be reached at tdamico@erdosmorgan.com. To view this article online, enter article ID 20110801 at quirks.com/articles.

In the vast majority of cases, demographic, psychographic and behavioral brand profiles are developed by identifying the characteristics and behaviors that are disproportionately possessed by a brand's audience. Generally, a brand's audience is said to disproportionately possess a characteristic or behavior if the audience's index with respect to the characteristic or behavior is above a certain level (e.g., 120). Typically, the indices that are used in this brand profiling process are seen as if they are etched in stone – that is, they are viewed as population parameters without any margin of error. Additionally, in an attempt to determine a brand's strengths and weaknesses, the brand's index is generally compared on a measure-by-measure basis to the indices of other brands in the brand's competitive set.

At first glance the above approach seems reasonable. However, on a closer inspection it is deeply flawed and can be severely criticized for: its use of indices to develop brand profiles; its failure to take into account the variability of these indices; its use of indices to determine a brand's competitive strengths and weaknesses; and its sole focus on competitive set brands.

Let's review each of these criticisms separately. Following this review, alternative approaches that circumvent these criticisms will be discussed.

snapshot

The author lays out ways to avoid some of the problems that accompany reliance on indices to develop brand profiles.

The use of indices to develop brand profiles

In the present context, an index is a measure of propensity. That is, it tells you how much more or less a given segment (e.g., men 18-34) is likely to be part of a brand's user group, or how much more or less likely a brand's user group is to engage in a specific behavior (exercise regularly) or possess a specific characteristic (prefer to buy American). An index is usually derived by dividing the percent the segment or characteristic represents of the brand's user group by the percent the segment or characteristic represents of the population under investigation. The result of this division is then multiplied by 100 to arrive at an index. Thus, if a segment has an index of 125, it means that the segment is 25 per-

cent (125 - 100) more likely to be part of the brand's user group than would be predicted based on the percent the segment represents in the population under investigation. Conversely, if a segment has an index of 75, it means that the segment is 25 percent (75 - 100) less likely to be part of the brand's user group than would be predicted based on the percent the segment represents in the analytical population.

Although indices are typically used to develop brand profiles, they suffer from two major problems. The first is that the maximum index a segment can obtain is inversely related to the segment's size within the population under investigation. That is, compared to a smaller segment, the maximum index that a larger segment can achieve is considerably smaller. For example, it is possible for African-Americans to obtain an index of 775 because they only represent approximately 12.9 percent of the U.S. population (100 percent/12.9 percent x 100 = 775). In contrast, the maximum index that Caucasians can achieve is 126 because they represent approximately 79.6 percent of the U.S. population (100 percent/79.6 percent x 100 = 126). Thus, if indices are used to assess the determinants of purchase, the importance of certain demographic, psychographic and behavioral characteristics will be severely overstated, while others will be severely understated.

The second major problem is that, when indices are used to profile brand audiences, the segments and behaviors that are often used to describe the brand often account for a relatively small percentage of brand users. This is because low-incidence segments and behaviors have a much greater likelihood than large incidence segments and behaviors to have high indices.

The failure to take into account the variability of indices

When analyzing any statistic derived from a sample, one should always determine the margin of error surrounding the statistic. This is particularly true for indices for low-incidence segments and behaviors. To illustrate this point, consider the following hypothetical example. In a syndicated study consisting of 10,000 adults, one percent used Product X, 100 people viewed Program A, 100 people viewed Program B, and the incidence of using Product X among Program A and Program B viewers was 1 percent and 2 percent, respectively. Thus, with respect to the usage of Product X, Program A has an index of 100 (1 percent/1 percent x 100) and Program B has an index of 200 (2 percent/1 percent x 100). Based on the comparison of the two indices, one would erroneously conclude that, among the adult population, Program B viewers are two times more likely to use Product X than are Program A viewers. However, if one examines the situation more carefully, one realizes that only one of the 100 Program A viewers used Product X, while two of the 100 Program B viewers used the same product. Thus, the difference in using Product X between the two programs is only 1 percentage point, which is not even significant at the 40 percent level of confidence (chi square = .338, df = 1, p = .56).

Using indices to determine a competitive brand's strengths and weaknesses

The above example clearly illustrates the problem of using indices to determine a brand's competitive strengths and weaknesses. As can be readily inferred from this example, the indices for low-incidence segments and behaviors can vary substantially, while the indices for high-incidence segments and behaviors can only vary within a limited or restricted range. For example, if the incidence for a given behavior in the population is 1 percent, the index for a given brand can vary from 0 to 10,000 (100 percent/1 percent x 100). In contrast, if the incidence for a given behavior in a population is 75 percent, the index for a given brand can vary from 0 to 133 (100 percent/75 percent x 100). Given the fact that indices can vary to a much greater degree for low-incidence segments and behaviors, brand differences with respect to indices should not be the metric used to determine a brand's competitive strengths and weaknesses or the drivers (or correlates) of brand usage.

Focusing on competitive set brands

All too often when analyzing a brand's competitive strengths and weaknesses, the analysis is restricted to only those brands within the brand's competitive set. This is particularly true when the target brand is a media vehicle (e.g., magazine or newspaper). When I was working for an advertising agency, salesmen often showed me data for their publication and the data for 10 or fewer competing publications. The salesmen would often point out that their publication was first in its competitive set on a given measure in terms of its audience, index or CPM. My reply to these salesmen was that I was the fastest person in my competitive set, which consisted of me and everyone slower, and I was the smartest person in my competitive set which consisted of me and everyone "dumber." My point in making these comments was not to be difficult but to point out to these salesmen that when making media choices, I am not restricted to publications in their competitive set. Such a parochial approach can not only lead to inefficient media buys but it can also paint an incorrect picture of a brand's relative position within the marketplace.

Now that we have discussed the problems associated with traditional approaches for profiling brands and determining competitive strengths and weaknesses, it is time to discuss alternative approaches which circumvent these problems.

Use an incidence ratio

One way to circumvent the "uneven ceiling" problem associated with an index is to use an incidence ratio. This is because, with this statistic, the highest level that can be obtained is unlimited for each segment. The elimination of this ceiling effect is accomplished by dividing the incidence for segment members by the incidence for non-segment members. The result of this division is a likelihood (or odds) ratio that expresses how much more or less likely people within the segment are to use the brand relative to people who are not in the segment.

To illustrate the difference between indices and incidence ratios as they relate to a ceiling effect, consider athletic supporters, which are used exclusively by men. Because men represent 100 percent of the users for this product and they represent about 50 percent of the population, the maximum index for this segment is 200 (100 percent/50 percent x 100). In contrast, assuming that no women use athletic supporters (which hopefully is the case), the maximum incidence ratio for men is infinite because the incidence for men is divided by zero. It is important to keep in mind that the incidence ratio for a given segment could be infinite regardless of the segment's incidence in the population. For example, if two products are used exclusively by men and, in the adult population, one has an incidence of use of 1 percent and the other has an incidence of use of 40 percent, both products have the same incidence ratio (infinity) among men because each

Figure 1: Calculation of Phi Coefficient

Formula

	Brand Users	Non-Brand Users	
Segment Members (e.g., Age 18-34)	a	b	(a + b)
Non-segment Members (Age 35+)	c	d	(c + d)
	(a + c)	(b + d)	

$$\text{Phi} = \frac{(ad - bc)}{\text{Sq. rt. } ((a+c)(b+d)(c+d)(a+b))}$$

Example

Segment Members (e.g., Age 18-34)	34,704	30,002	64,706
Non-Segment Members (Age 35+)	80,952	54,919	135,871
	115,656	84,921	

Calculations

$$\text{Phi} = \frac{(34{,}704 \times 54{,}919) - (30{,}002 \times 80{,}952)}{\text{Sq. rt. } (115{,}656 \times 84{,}992 \times 135{,}871 \times 67{,}706)} = -0.056$$

incidence level is divided by zero, which represents the usage level of non-segment members (women). In contrast, in the above case, the lower-incidence product has an index of 10,000 (100 percent/1 percent x 100), while the higher-incidence product has an index of 250 (100 percent/40 percent x 100).

Phi correlation coefficient

For reasons stated previously, a brand's audience profile should not be developed on the basis of indices. If indices are not to be used, however, what should be used? In developing profiles for a brand, one should generally find those segments and behaviors that account for a large portion of brand users and are positively related to brand usage. One statistic that generally fulfills these two requirements is the phi correlation coefficient. When applied to brand profiling, these coefficients tell you how well segment membership or engaging in a specific behavior predicts brand usage. For example, how does having an annual household income of $150,000 or more predict whether or not people use the brand? How well is brand usage predicted on the basis of whether people own a Ford, Lexus or a summer vacation home?

As alluded to above, one of the great advantages of a phi coefficient is that, in order for this statistic to be high for a given segment (or behavior), a large and disproportionate number of brand users must be segment members. Conversely, if a segment (or behavior) indexes high (or has a high incidence ratio) but accounts for a small percentage of total brand users, the phi coefficient for the segment will be relatively low. For example, in the United States, sickle cell anemia is a disease that occurs almost exclusively among African-Americans. However, only a very small percentage of African-Americans (less than one in 500) have sickle cell anemia. Consequently, if one tried to predict whether a person in the United States was an African-American on basis of the presence or absence of this condition, one would be wrong the vast majority of time because 499 out of every 500 African-Americans do not have sickle cell anemia. As can be readily seen from this example, the intelligent use of phi coefficients safeguards against selecting behaviors and segments that account for a disproportionately small number of brand users.

It should be noted that when you square a phi coefficient you produce a statistic called explained variance. In the present context, this statistic tells you what percent of the variance seen for brand usage is explained by segment membership. The advantage of using explained variance as a measure of predicting brand usage is that negative and positive phi coefficients are put on an equal footing. For example, if the phi coefficient for Segment A is +.6 and the phi coefficient for Segment B is -.6, the percent of explained variance in both cases is the same (36 percent), indicating

Figure 2: Calculating the Importance of Segment Membership Using Respondent-Level Data

Segment = Male

Brand Usage = Own a Ford

	Own Ford	Segment Code	Brand User Code
Male #1	Yes	1	1
Male #2	No	1	0
Female #1	Yes	0	1
Female #2	No	0	0

that they are both equally strong predictors of brand usage.

Two approaches

Following is a discussion of two approaches that can be used to calculate a phi coefficient or its equivalent. The first approach is specifically designed for aggregate-level data; the second is specifically designed for individual respondent-level data. In either case the resulting statistics are identical, with each one telling you the relationship between segment membership and brand usage or ownership.

Aggregate-level data

Figure 1 shows the formula and provides an example for calculating a phi coefficient when you are working with aggregate-level data. As can be seen by examining Figure 1, all that is required to calculate a phi coefficient is to construct a two-by-two matrix and enter the following information:

- The number of segment members who use the brand is entered in Cell A
- The number of segment members who do not use the brand is entered in Cell B
- The number of non-segment members who use the brand is entered in Cell C
- The number of non-segment members who do not use the brand is entered in Cell D

Once these data have been entered, simply follow these five steps:

1. Multiply the number of segment members who use the brand by the number of non-segment members who do not use the brand (Cell A x Cell D = 34,704 x 54,919 = 1,905,908,976).
2. Multiply the number of segment members who do not use the brand by the number of non-segment members who use the brand (Cell B x Cell C = 30,002 x 80,952=2,428,721,904).
3. Subtract the result from Step 2 from the result in Step 1 (1,905,908,976 - 2,428,721,904 = -522,812,928).

Figure 3: Calculating the Variability of Index Estimates

Given

	Data	Symbol
B. Base Sample Size (Measure A) =	1,346	n
C. Study's Sample Efficiency =	75.0%	s
D. Projected Base Audience Size (Measure A) =	374,850	b
E. Composition Base (Measure A) =	70.9%	c1
F. Target Brand's Coverage of Measure A =	64.1%	p
G. Target Brand's Non-Coverage of Measure A (1- F) =	35.9%	q
H. Projected Audience Size of Target Brand =	316,232	a1
I. Projected Target Brand's Audience Size (Measure A) =	240,147	a2
J. Projected Target Brand's Composition for Measure A (I/H) =	75.9%	c2
K. Projected Target Brand's Index for Measure A (J/E x 100) =	107	i

Formulas

95% Margin of Error = Square Root ((p x q) / (n x s)) x 1.96 x b
Low Audience Estimate for Measure A = a2 – 95% Margin of Error
High Audience Estimate for Measure A = a2 + 95% Margin of Error
Low Composition Estimate for Target Brand = Low Audience Estimate/Projected Audience Size of Target Brand (H)
High Composition Estimate for Target Brand = High Audience Estimate/Projected Audience Size of Target Brand (H)
Low Index Estimate = Low Composition Estimate/Composition Base (E) x 100
High Index Estimate = High Composition Estimate/Composition Base (E) x 100

Calculations

95% Margin of Error = Square Root ((64.1% x 35.9%) / (1,346 x 75.0%)) x 1.96 x 374,850 = 11,093
Low Audience Estimate = 240,147 – 11,093 = 229,054
High Audience Estimate = 240,147 + 11,093 = 251,240
Low Composition Estimate = 229,054/316,232 = 72.4%
High Composition Estimate = 251,240/316,232 = 79.4%
Low Index Estimate = 72.4%/70.9 x 100 = 102
High Index Estimate = 79.4%/70.9 x 100 = 112

4. Multiply the sum of each of the two columns and each of the two rows and take the square root of the result. Square root of (64,706 x 135,871 x 115,656 x 84,921) = 9,292,387,168.
5. Divide the result from Step 3 by the result from Step 4 (-522,812,928/9,292,387,168) = -.056.

As mentioned previously, the equivalent of a phi coefficient can be calculated if you are working with respondent-level data. In this case, all you have to do is to dummy-code each respondent with respect to segment membership and brand usage and then compute a Pearson product-moment correlation coefficient.

As can be seen in Figure 2, dummy-coding boils down to using 0s and 1s to code both segment membership and brand usage. Specifically, respondents are assigned a segment code of 1 if they belong to the segment under investigation (males), and 0 if they do not (females). Similarly, respondents are assigned a usage code of 1 if they own a brand (Ford) and 0 if they do not. Once all respondents have been coded in this manner, a correlation coefficient is computed. This coefficient is then squared to determine the amount of variance accounted for by segment membership with respect to brand usage.

Respondent-level user data

When examining any media metric, one should always evaluate the reliability of the estimate, especially when dealing with indices. The best way to do this is to calculate the 95-percent confidence limits surrounding the audience estimate for the given measure and then use the upper and lower estimates for the measure to calculate low and high index estimates. The specific steps, formulas and calculations needed to be followed to accomplish this goal are shown in Figure 3.

As can be seen by examining Figure 3, the standard random sample formula for calculating the variability of an audience estimate (square root of pq/n) is used in the below example, except that the sample size is adjusted to take into account the statistical efficiency of the study's sample, which in this case is 75 percent. The reason for doing this is because few if any syndicated media and marketing studies precisely reflect the analytical population. This is because certain segments are often oversampled and/or because certain segments respond at a higher or lower rate than what is expected. Consequently, the sample has to be weighted and sample balanced to known census data in order for it to be reflective of the population under investigation. These weighting and balancing procedures, however, reduce the statistical efficiency of the sample by a certain amount which has to be taken into account when calculating the variability surrounding audience estimates. Thus, if the sample size of a study is 20,000 and the study's sample efficiency is 50 percent, then the study's effective sample size is 10,000 (20,000 x 50 percent).

More appropriate way

As mentioned previously, comparing the indices of the target brand to the indices of competing brands can lead to very misleading conclusions about the target brand's competitive strengths and weaknesses and the drivers of brand usage. A more appropriate way to determine competitive strengths and weaknesses and the drivers of brand usage is to calculate, on a measure-by-measure basis, the percentage difference in composition between the target brand and each competing brand. To illustrate why this is so, consider the following two examples.

Example 1

In the adult population, 50 percent use Product B. However, among those who own the target brand, 75 percent use Product B (index = 75 percent/50 percent x 100 = 150), while 50 percent who own Brand A use the product (index = 50 percent/50 x 100 = 100). Thus, in this example, the compositional difference between the two brands is 25 percentage points (75 percent - 50 percent), the target brand's relative index versus Brand A is 150 (75 percent/50 percent x 100) and the index difference is 50 (150 - 100).

Example 2

In the adult population, 1 percent use Product C. However, among those who own the target brand, 2 percent use Product C (index = 2 percent/1 percent x 100 = 200), while 1 percent who own Brand A use the product (index = 1 percent/1 percent x 100 = 100). Thus, in this example, the compositional difference between the two brands is 1 percentage point (2 percent - 1 percent), the target brand's relative index versus Brand A is 200 (2 percent/1 percent x 100), and the index difference is 100 (200 - 100).

As can be readily seen by comparing these two examples, if one used the relative index or the index difference approach to determine the target brand's strengths and weaknesses and the correlates of brand usage, one would incorrectly conclude that usage of Product C is a stronger determinant of brand usage and represents a greater strength for the target brand.

Before discussing the alternatives to focusing on a competitive set for evaluating a brand's performance in the marketplace, a few words are in order regarding other approaches or statistics that could be used to determine both a brand's competitive strengths and weaknesses and the drivers of brand usage.

In both cases, either a chi-square statistic or a phi coefficient could be used. It should be noted, however, that if one rank-ordered the target brand's strengths and weaknesses versus a given competing brand using either chi-square statistics or phi coefficients, the rank order of the target brand's strengths and weaknesses would remain the same and would be identical to the ordering which would be obtained if one used compositional differences.

Two frames of reference

As stated previously, evaluating a brand's performance solely in the context of its competitive set can paint an incorrect picture of a brand's relative position within the marketplace and its relative competitive strengths and weaknesses.

To circumvent these problems, one should have two frames of reference for interpreting a brand's performance. The first should consist of all brands in the target's competitive set, while the other should consist of all brands in the category.

When analyzing the target's performance with respect to these two frames of reference, one should analyze the target's relative performance with respect to audience size/coverage, composition/index and cost, as well as other factors such as loyalty, opportunity and vulnerability. One way to do this is to rank the target's performance on each of these metrics with respect to all brands in its competitive set and with respect to all brands in the category. | Q

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social media research

By Karin Kane

Bracing for impact

Understanding social media's effect on market research

The market research industry is all abuzz about social media. Will it reshape the industry? Or is it useless as an information source? Most social media analysts believe consumer-generated media will broaden the horizons available to a market research team, and within two years, insights gleaned from social media intelligence will be an integral part of every market research study.

Why is social intelligence effective? First, it can provide an understanding of the conversations already taking place, which is useful in two ways. It can help shape what questions to ask and ensure the terminology matches that of the customer. Within the telecommunications space, for example, many of the online conversations tend to center around dropped calls. Asking questions about sound quality will only anger this audience, but if you ask about dropped calls, you're likely to get a very complete response. Similarly, if your phraseology doesn't match the consumer's, you're likely to get a lot of confused responses, or lose respondents who don't understand your question. A bank that asks its customers their opinion on interchange rates will get very few responses. Ask about credit card fees, though, and the bank will be overwhelmed with feedback.

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Second, social intelligence can provide real-time insight into the mind of the consumer. Traditional verbatims are processed, organized and analyzed over days or weeks. Social media provides immediate, real-time feedback.

snapshot

The author outlines researchers' concerns with social media data and offers tips on how to address them.

Third, social intelligence can also provide a more detailed view into the audience. Typically, all survey respondents are weighted equally – as, say, women living in Chicago above age 50. If one of those respondents is Oprah, though, and she's planning a talk show around your product, you will be far better off if you give her response stronger weight.

This leads to the fourth advantage of media intelligence: It can predict opinions and behavior. Oprah is a media force. If she tells customers to buy a product, they will buy it. Monitoring and measuring her comments will let you predict what her audience will think and act on; just as monitoring *People*, Ashton Kutcher's tweets and the plethora of other media mentioning your brand. By tying that media to its impact on your target audiences, you'll be much better positioned to predict consumer opinion.

Finally, social media enables you to reach out directly to your customers or targets and address their concerns in a media type and manner comfortable to them. You can respond to them in real time, on Twitter, if they're complaining about a problem. You can collect data from them using your Facebook pages. Blogs and forums are also effective ways to share information customers might be looking for.

A number of concerns

Social media may offer advantages but there are a number of concerns that should be addressed before beginning a social intelligence program.

People aren't talking about the questions I'm asking.

One common complaint is that social media discussions may not align with what you want to know. There's an easy solution to this: ask the question yourself. Social media, in all its aspects, is a great tool for conversations. Post a question on your Facebook page and see what responses you get. Better yet, use a listening platform to ensure you're collecting all conversations. If you're just monitoring one or two feeds, say Twitter and Facebook, you'll miss quite a few conversations. Mining all data relevant to your industry can provide much more detailed information.

If you're still missing the answers you're looking for, it might make sense to reevaluate and confirm that the questions you're asking are indeed relevant to the consumer. If you're asking about hotel design, for example, and all the conversations are about location, it might be time to refocus.

It's not a representative sample.

It depends on the sample you need. A recent Forrester study found that

80 percent of online adults are engaging in social media. Sophisticated social media measurement tools will allow you to drill down into audience segments, so you can control who's generating the information. These tools also allow unique opportunities to eliminate selection bias. Rather than asking someone if they're interested in health, for example, you can choose to focus on information from sites discussing health issues or specific conversations about health-oriented products.

As mentioned earlier, sometimes a representative sample isn't necessarily the right answer. In some audience segments, a *New York Times* article will have a strong persuasive effect on consumers. If you can weight and measure that effectively, you'll gain insights above and beyond what a standard sample might provide.

The metrics aren't accurate.

It depends on the metrics you're applying. Automated sentiment, across the board, is around 40-60 percent accurate. This is true of all text analytics tools, though sentiment scores tend to be slightly lower in social media because of the slang used and the shortness of the conversation. A good social intelligence firm will offer native-language human scoring in addition to the automated scores, but be prepared to pay extra for this. Ideally, though, sentiment will be just one part of a broader equation used to weight social media results. The visibility of the message, the credibility of the forum and media where the post originated in, and the relevance of that publication to the target audience should all be weighted along with sentiment.

The applicability of other traditional market research metrics is still an open question. Sometimes media data can be correlated; other times they cannot. This does not mean there is a flaw in social media data. Rather, think of it as a new system with new metrics. Social media is a new tool; old measurements may not apply. That doesn't mean it's useless; it means new metrics must be used. In telecoms, the number of telephones per house was formerly a measurement of penetration. Now, while it's still measurable, other metrics (including dropped calls, coverage, etc.) have become equally important.

Social media is owned by another department.

This is a great opportunity for organizational change. The insights an integrated media platform can provide apply across an organization. Market research, customer satisfaction, integrated/Web marketing, digital strategy, customer care, communications, R&D, sales and even HR teams can all gain useful intelligence. Social media measurement initially "belonged" to communications, but that is changing rapidly. Now, many firms are creating cross-functional social intelligence teams to ensure this data is shared appropriately across departments. Some are also streamlining their sourcing, seeking one integrated enterprise provider of this information rather than using different tools in different departments.

Choosing a partner

Choosing the proper social media intelligence partner will help mitigate many of the concerns market research teams typically face in adopting social media. Many tools are not designed to provide measurements or insights and will not be a good fit for a metrics-focused market research team.

To find the right platform for your team, start by asking yourself a few questions:

What are your overall goals for market research? What are you looking for and how could social media tie into that? If, say, you're a B2B manufacturer of a very specific widget, one that sells directly to a few technology-oriented customers, your market research may be focused solely on identifying cutting-edge technologies. If so, a social media measurement tool may not be useful. If you're analyzing brand performance, seeking new product ideas, considering new markets, working to ensure existing customer satisfaction or targeting new audience groups, a monitoring platform will be a valuable addition.

How does this tie into what other departments are doing? It makes sense to work with other departments, especially those within the marketing and communications team, right away. Together, look for a platform that can provide metrics and insights that can be used across the organization. You'll have the advantages of maximizing your budget and ensuring the data you're measuring is consistent across departments.

Will you need help developing these insights? As with market research, it takes time to put together truly useful recommendations from social media. Does your team have the capacity, the ability and the flexibility of learning new ideas to do this properly right now? If not, consider a partner that can provide reporting, recommendations and strategic guidance along with their monitoring toolset.

Does the social intelligence provider understand the market research space? A firm with ties to the market research industry can define how media intelligence can tie into traditional market research questions. They'll be able to show you how the data can be applied and can help your team truly master the information.

Finally, **do the provider's strengths align with your needs?** Many social media monitoring firms are light on measurement and insights and won't be a good fit for a market research tool. A firm that understands measurement, and knows how to find the data necessary to make those measurements relevant and insightful, will most likely be a better fit.

Recognize the value

The social media world can seem like it's not living up to the hype. However, firms that are able to recognize the value of this intelligence, avoid the common pitfalls and find a trusted partner in this area will find their results and insights are far more powerful than before. | Q

social media research

Strength in numbers

Using social media research to complement traditional methods

By Annie Pettit

Can I help you? It's a common phrase among friends, clients and colleagues, but it's less often used among research methodologies. The debate about whether focus group research, social media research or survey research is the better methodology rages on in the Internet space because the method we trained in and use on a regular basis is usually the method we love the most. But, we need to remember that our favorite method is not the only method capable of solving problems. Our favorite approach is simply one of many complementary options in our ever-expanding research toolbox. This article will demonstrate how taking advantage of each method's unique strengths, whether qual or quant or somewhere in between, can improve the overall success of a research project.

Social media research helps surveys – example 1

Let's consider a slightly embellished research objective. We would like to learn everything we can about the experience of purchasing and consuming coffee. We want to know who buys, what they buy, where they buy, when they buy and why they buy coffee.

For most people, surveys would be the starting point for this research project, given they are unparalleled for generating census-representative measurements with statistically-determined margins of error (if you are a magician capable of generating a probability sample). Plus, surveys are great for measuring quantities and frequencies for very specific researcher-determined questions.

But, the sheer number of questions required to address all of our research objectives would necessitate a survey of unreasonable length. A simple question like "Where do you purchase coffee?" would have to account for hundreds or thousands of coffee shops, fast-food outlets and casual restaurants in a horribly long grid question. To prevent respondent fatigue and ensure they come away from the survey with a positive experience, it is the researcher's job to keep questionnaires short and include only the most relevant items. Doing so, however, is not always easy and can result in much discussion among the researchers and clients.

Without causing any responder fatigue, social media research can be used to help reduce the number of answer options by identifying the items that are most relevant to consumers. For this project, we

snapshot

Using a study of coffee drinkers, Annie Pettit outlines how social media-based research can inform and enhance survey research methods rather than replace them.

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Figure 1

Figure 2

gathered a random sample of 100,000 online consumer-generated coffee conversations from blogs, microblogs, forums and more. Then, we prepared qualitative word clouds (Figures 1 and 2) in both of the retailer categories we were interested in: coffee shops and fast-food restaurants.

We learned that consumers participating in social media are more likely to mention Starbucks, Second Cup, Dunkin' Donuts and Coffee Time. And at a minimum, those retailers needed to be included in our answer options. In addition, we decided to also include McDonald's and Burger King as they were the most popular options within our second important category. This data helped us to narrow thousands of possible choices to just 10 choices, a number that was less onerous for our responders.

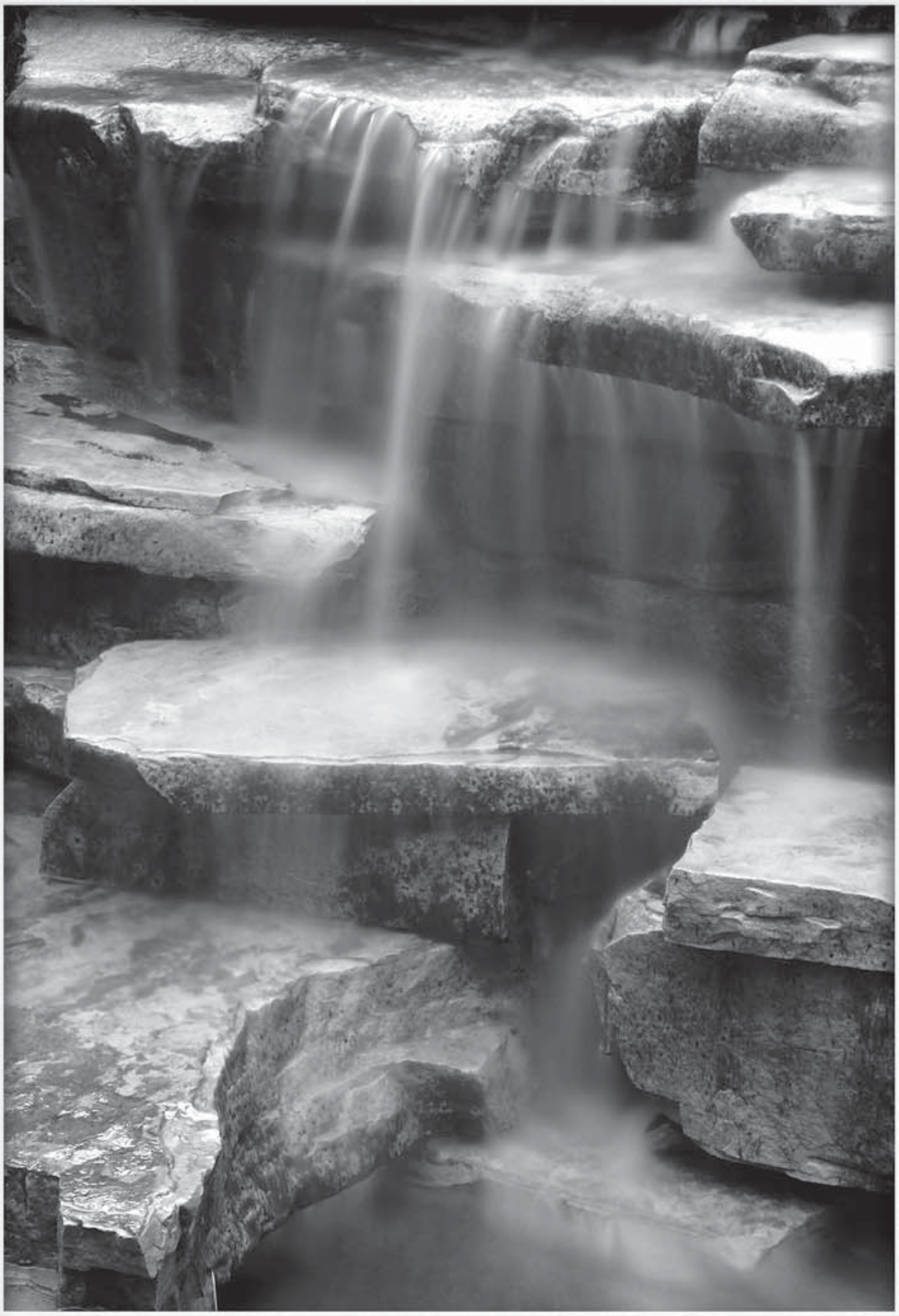
Social media research helps surveys - example 2

With the survey launched and data from 1,000 U.S. and 1,000 Canadian participants collected, we generated census-representative measurements that could be cut by any combination of variables from age, gender, income, household size, region and more. According to our results, the percentage of coffee purchasers who had purchased a beverage in the past 30 days at McDonald's was about 63 percent in the U.S. and about 52 percent in Canada, making it the most popular place to purchase a coffee on-the-go. Given that McDonald's is not technically a coffee shop and might not have been considered in the original list of coffee shops, it's a good thing the social media research convinced us to include it.

Unfortunately, though, the second-most popular place to purchase coffee fell into the dreaded "Other" box. Is that "Other" box so popular because many tiny shops combined together, or is it because we missed one of the major players? Here again, social media research came to the rescue. Instead of generating a word cloud within each of the food-service categories, we expanded the options to include any retailer - any place where a purchase could be made.

The word cloud in Figure 3 reveals two interesting options that were not included among the survey options: gas stations and bookstores. Though they aren't food retailers, our experience in everyday life tells us that these are legitimate responses. In fact, the text message-based research we conducted (more on that in a moment), which was intended to measure real-life experiences, also generated many gas-station comments. The correspondence between the mobile research and the social media research caused us to consider two options: 1) gas stations and bookstores don't incorporate branded coffee shops when perhaps they should or 2) gas stations and bookstores do incorporate branded coffee

In the fine art of research, the shades of gray complete the masterpiece.



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The Fine Art of Marketing Research

Figure 3

shops but they need to do a better job branding them. Either way, something needs to be done.

Social media research helps text-messaging research

One of the great advantages of SMS text diaries is that researchers and brand managers can experience a day in the life of people actually using their products. Where are they when they use it? What are they doing at the time they use it? Who are they with? What do they see? Research participants don't have to try to remember one experience from weeks or months ago or try to aggregate a number of disparate experiences together because they are directly engaged in the activity while they participate in the research. In this case, we asked several hundred research participants to send us a text message every time they purchased a beverage and tell us about their purchase experience. Over a 24-hour period, we received hundreds of individually-crafted, very short text messages.

One of the problems with qualitative data like this, particularly when dealing with vast quantities of it, is that several people are required to code the results. And, as every qualitative researcher knows, when multiple coders work on a single project, there are always concerns about inter-rater reliability, even when coders use the same code book. Coding may become more accurate as coders become more experienced but it may also become less consistent due to fatigue.

An advantage of social media processes, however, is that their automated systems can be applied to any set of verbatim data whether social media data, survey verbatims or text messages.

Automated content analysis systems can identify the topics mentioned by the research participants and even recognize alternate phrasings and incorrect spellings. For instance, in this text-message research, many people indicated that they added milk to their coffee. But, some people said they added "2%," or they had a "skinny" coffee, or they had "mlik" in their coffee. The automated system coded each slang and spelling-challenged word as "milk," ensuring consistency across all of the records.

In addition, the coding system that was applied to the SMS text data was, of course, applied to the social media data. Even though the text message data and the social media data offer very different styles of language, both used an identical code book, ensuring perfect reliability between the two methods and across hundreds of thousands of data points.

Social media research helps surveys

Research participants answer surveys for a variety of reasons. Some people are genuinely interested in the research process and want to help improve and develop products while others like to participate in research to receive incentives. There are two basic incentives that always rise to the top when participants are asked what they would like to receive. First, they desire some kind of financial reward, whether money or points. Second, and nearly tied in popularity with financial incentives, are information incentives. Even though research participants help to generate knowledge, this knowledge is rarely, if ever, shared back to them. Research participants simply want to know what the results were and perhaps whether something happened as a result of their participation.

However, survey researchers often have trouble sharing research results with responders because the research results are proprietary. One option is to add extra questions to the survey with the intent of sharing those results with responders. But this adds length, something we are desperately trying to avoid. Fortunately, social media research doesn't have this problem. The unimaginable quantity of data points makes it simple to generate results that can be shared with responders without fearing the inappropriate dissemination of information.

As part of this study, we prepared a set of research results based on the social media research specifically for our survey participants and sent it to them as a thank-you. Short, sweet and appreciated.

Can support each other

These are just a few of the ways that research methods can support each other but there are many more. For example, much research is conducted at one point in time when the research is specifically required. Since social media research can access time-stamped data points from months and years ago, custom survey projects can be complemented with pre- and post- data.

In addition, unique findings from the survey or mobile research can be further delved into with social media research. For instance, where survey responders indicate that they enjoy eating sweets with their coffee, social media research can help identify whether donuts, cookies or biscotti are the sweet of choice and which flavor of each treat generates the highest degree of satisfaction.

Or, when surveys must halt at the "need to know" questions to stay under the 20-minute mark, social media research can help discover the "want to know" information and discover insights that simply couldn't fit into the 20-minute limit. For instance, which celebrities do your consumers most identify with? Which brands of clothes and shoes do they appreciate? Which vehicles and entertainment systems attract them the most? In other words, what consumer components should be gathered together to create a marketing campaign that is directly relevant to your consumers?

Understand the nuances

Clearly, there is no single research method that can meet the goals of every research project. But, every method has clear advantages and disadvantages. Our role as researchers is to understand the nuances of every method and take advantage of them wherever possible. Where census-rep numbers are required, we must use surveys. Where live data is required, we must use mobile phones. And, where massive quantities of variables are required, social media research can save the day. We must remember this: Think of the research objectives first and the methods will follow. | Q

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social media research

Moving to a new level

Using social networks to connect with consumers beyond the customer experience survey

By Joe Cardador

The idea that generating positive word-of-mouth is essential to business success is not new. That customer recommendations and referrals are linked with increased profitability has been discussed widely (Heskett, Sasser and Schlesinger, 1997; Reichheld, 2004). Our firm's own research consistently shows a relationship between the percentage of customers willing to recommend a particular store or restaurant and the sales growth for that location. Whether you believe that recommendations are the most important metric to track or one of several, most people agree that generating recommendations is an important component to building brand loyalty. What is relatively new is how technology is enabling customers to connect with a brand and share their experiences more widely. Harnessing this technology to build loyal customers should be one of the goals of any business interested in sales growth.

This article provides tactical suggestions on how to integrate social technology with customer experience surveys. It assumes that readers are familiar with some of the most popular social technology sites such as Facebook, Twitter and Yelp! Even if you are not entirely convinced of the utility of using social technology to grow your business, the relatively low cost of establishing a social technology presence to build your brand makes it a strategy worth pursuing.

E-mail capture

With the increase in customer experience surveys available on the Web, customer e-mail capture becomes a relatively easy way for brands to initiate future contact. Although e-mail capture alone is not strictly a form of social technology, it can be an initial step in building a relationship between your customers and your brand online. Sixty-five percent of our client brands conducting Web surveys ask customers for their e-mail addresses, with an average compliance rate of about 30 percent.

E-mail capture, like any other form of marketing to survey respondents, should allow respondents to opt-in and should never become the primary purpose of the survey. However, after the survey is complete, it is perfectly acceptable to give customers the option to engage with your brand through e-mail. Customers providing e-mail addresses are giving your brand a gift - the opportunity to learn from them and market to them to grow

snapshot

A customer survey is an excellent venue for asking about (and using) consumers' interest in social media to understand and potentially deepen their relationship with your brand.

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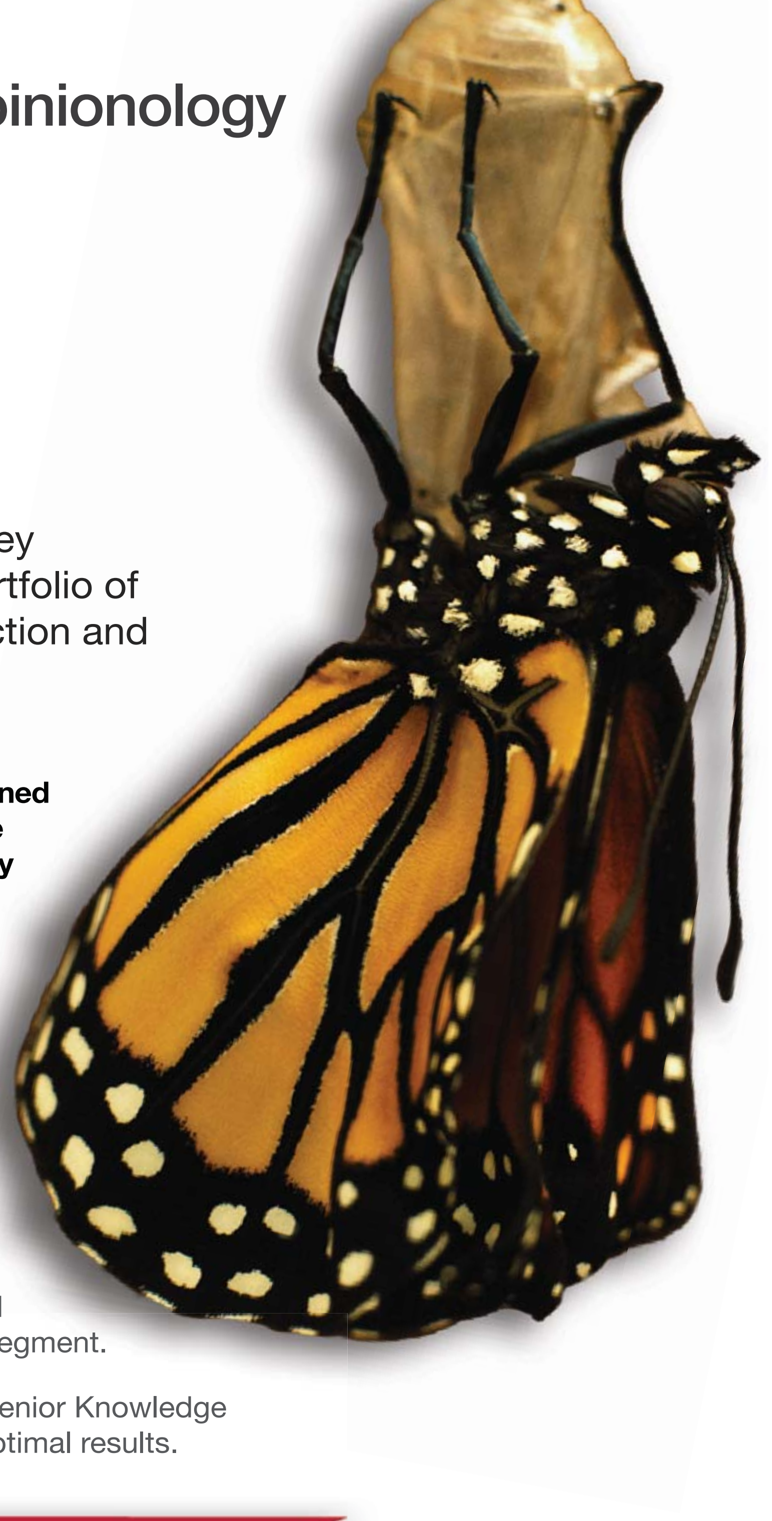


your business. Don't abuse this gift by suggesting to customers that providing an e-mail is obligatory unless it is necessary for delivery of the incentive for completing the survey.

How can e-mail be used? There are three primary uses of customer e-mail, each reflecting progressively more engagement with the brand. First, e-mail addresses let brands create custom marketing messages and provide special offers to customers based on their unique characteristics. Second, e-mail addresses can be used to send customers special surveys or elicit special feedback on promotional or customer experience follow-up studies. Third, e-mail addresses can be used to invite survey respondents into a community of customers through loyalty club membership or community panels. Community panelists can engage with one another about the brand in addition to providing product and service feedback to the brand.

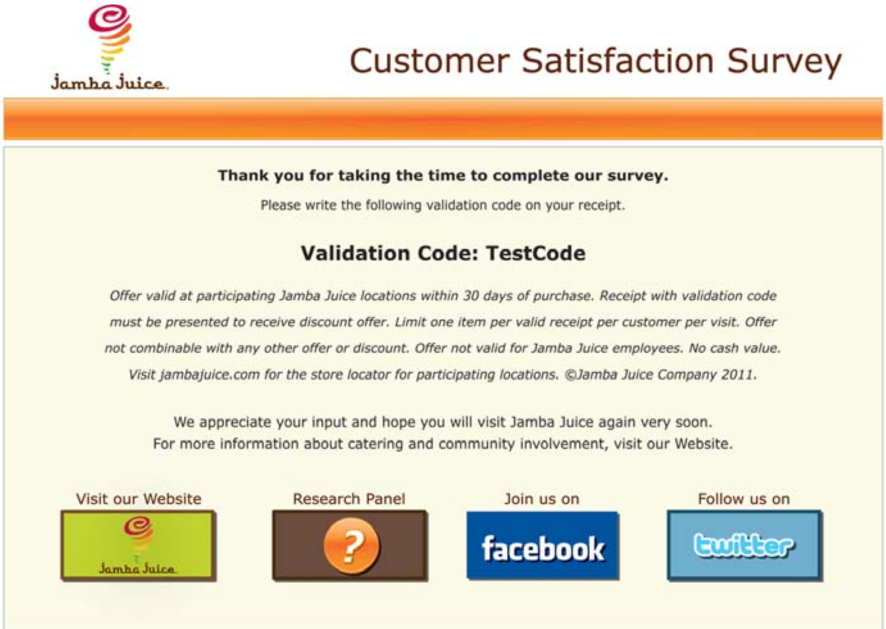
These panels should not be established lightly because of the time and resources necessary to maintain them; however, there is evidence that community panels can be an effective way to get feedback on new products and promotions, identify opportunities for service improvements, track customer attitude and usage and increase the number of positive referrals to your brand (Gruen, Osmonbekov and Czaplewski, 2006; Paterson, 2009).

Links to social networks

An online community can be viewed as a social networking platform that the brand sponsors; however, other more widely used platforms such as Facebook, Twitter and Yelp! also provide opportunities to gather feedback about your brand and to create a positive brand image among consumers.

First, brands conducting customer experience surveys via the Web should incorporate links after the survey that allow respondents to engage with the brand through the social networking outlets most relevant for that particular brand (Figure 1). The incremental cost to the brand and respondent of including links to social technology sites and a request to engage is minimal. The likelihood to click through to social networking

Figure 1



at the conclusion of your customer experience survey will depend largely on how engaged your customers are with these technologies. On average, we have found that when presented with a link, 9.2 percent of customers will click through to a brand's own homepage, 3.4 percent will click through to Facebook and only 0.6 percent will click through to Twitter. Although small percentages overall, these small effects can add up in terms of positive recommendations and greater engagement with your brand.

For some social networking sites, we can embed social features and content directly on the final page of the survey. This technology enables respondents to engage with your brand, for example becoming a fan on Facebook, directly from the survey without having to click through to a different site. It allows survey takers to see which of their friends or followers are already engaged with your brand, providing an additional incentive for customers to join others like them in supporting your brand.

Social technology survey questions

Questions about social technology usage can be imbedded in customer experience surveys to identify the extent to which a brand's customer base is using social technology and the likelihood that customers will talk about and recommend a brand.

Some sample survey questions addressing social technology are:

Which of the following social technology sites have you visited in the past 30 days?

Facebook
MySpace
Twitter
Yelp!
Google maps
Urbanspoon (Restaurant only)
Zagat (Restaurant only)
None of the above

Which of the following activities have you completed (at least once) in the past 30 days?

Read a blog
Read a customer review/rating for products or services
Visited someone else's social networking site
Commented on a blog
Posted a rating or review for products or services
Maintained a profile on a social networking site
None of the above

Additionally, survey questions that identify customers' likelihood to recommend a brand and respond to recommendations about brands through social technology can be asked.

How likely are you to change your frequency of visit to [brand] based on a positive online review from a good friend?

Highly Likely
Likely
Somewhat Likely
Not Very Likely
Not at All Likely

Combined, these types of questions on your customer experience survey can give you a good indication of both the social technology use of your customers and how likely their positive or negative experience with your brand will be shared widely with others.

Respects them

Social technology is a powerful way to engage customers and get them talking about, and referring, your brand. The invitation for your customers to engage with you using social technology should be done in a way that respects them and respects the spirit of social technology sites. Offering customer incentives to associate with you or recommend you to others in their network is problematic. Paid recommendations are less likely to engender the same kind of commitment to your brand and may be viewed by some potential customers as an intrusion in the shared social networking space. In fact, the federal court recently ruled that Facebook posts can be considered "electronic mail messages" and are therefore governed by the Federal Trade Commission and its tough CAN-SPAM statute. Companies that attempt to generate loyalty on social networks by providing financial incentives to get others to send endorsement communication to members of their network may have to ensure that those messages are compliant with CAN-SPAM or face penalties (Facebook v. MaxBounty, No. CV-10-4712-JF, 2011 WL 1120046 (N.D. Cal. Mar. 28, 2011). Avoid these issues by having customers make recommendations based on great experiences with your brand rather than your sponsorship.

Simple to incorporate

Given the growth of social technology and its potential to engage customers, there are few reasons why brands should not be incorporating elements of social technology into their customer experience surveys. Social technology content, both in terms of links to social networking sites that provide an opportunity to affiliate with and recommend your brand, and survey questions that help identify which of your customers are most likely to engage with your brand online, are relatively simple items to incorporate into your customer experience survey. Any brand focused on improving the customer experience should be leveraging positive customer experiences to grow and maintain the relationship with their customers online. | Q

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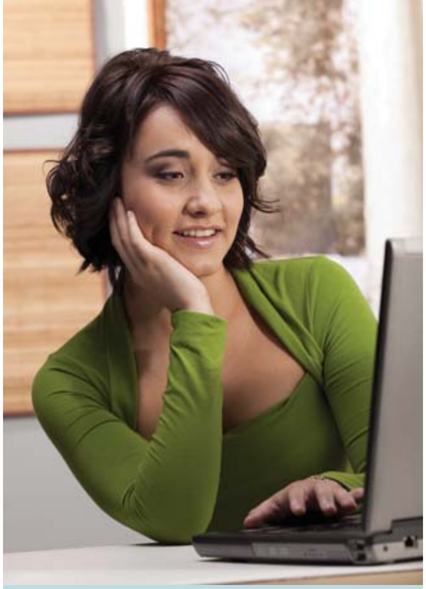
Want to learn more?

Join Quirk's and Service Management Group on October 19 at 12:00 p.m. (Central time) for a complimentary Webinar entitled "Beyond the Survey - Engaging Respondents and Connecting with Customers." Register today at http://quirks.webex.com.

social media research

A close friend, but not a trusted one?

Social networks influence our lives more than our purchases



By Mark Hardy and Keith Phillips

Everyone agrees that social networking is exploding. But what are people using social media for and how much do they value it? What sites do they prefer and why? Are they passively listening or actively taking part in conversations? What new developments are they likely to adopt?

For market researchers, the questions around social media are even more challenging. What does the rise in social media use mean for reaching and engaging research participants? What are the latest social media trends – and how can we use them to enhance rather than compete with survey research?

To learn the answers, Survey Sampling International (SSI) conducted a new study with more than 1,450 U.S. consumers 13 and older. About half of our respondents are from our traditional proprietary panels while the other half are from Web communities. This article shares the results and provides insights into how and why people are using social networks today and what they expect to be doing in the future.

Common misperception

According to Nielsen, one in every four-and-a-half minutes online is spent on social networks and blogs. But just who is spending so much time on social media? It's a common misconception that social networks are dominated by the young but our findings show that social networking is common across all age groups. As expected, about 90 percent of respondents 18-24 have visited social networking sites within the last week. Some might be surprised to see, however, that about 70 percent of those 35-44, 60 percent of those 45-54 and about half of those 55 and older also have been social networking within the last week.

Clearly, social networking is just a regular part of life for people of all ages. But exactly where have people spent their time within the last week? The usual suspects rise to the top of the list – Facebook (61 percent), YouTube (33 percent), MySpace (12 percent) and Twitter (11 percent).

How much time are people spending on their favorite sites? It turns out quite a lot! In every age group, we've identified

snapshot

Survey Sampling's Mark Hardy and Keith Phillips report on a study of social media - who's using it and why, how consumers feel about social media-based marketing and who's most open to taking surveys via social media.

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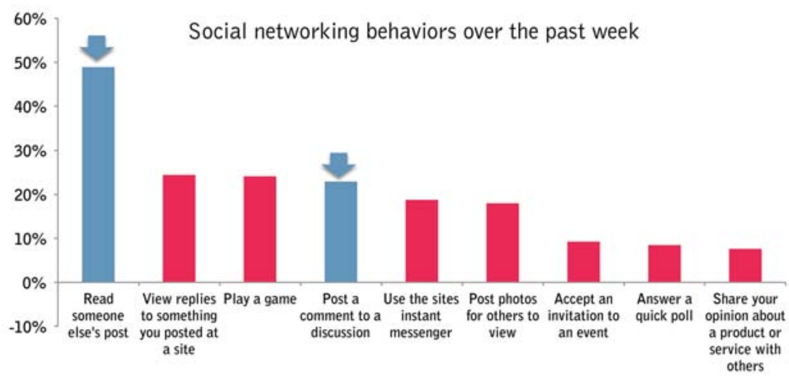
Figure 1: Not Everyone is Participating All the Time



a segment we call Avids – those spending five or more hours a week social networking. About half of social network users 24 or younger fall into the Avids category – but there are avid users in every age group. For example, about a quarter of those in 35 and older fall into the avid user category.

When we ask people what they are doing with their time on social media sites, it is clear communication is the main driver of use. That's equally true for both our youngest and our oldest participants. Information and entertainment are also key reasons people turn to social media.

Why is communication so important? Across generations, people are using social media to stay in touch with friends and family. This is particularly critical as people get spread out geographically and need easy ways to maintain contact. Even when people say they use social media for information, they often mean reconnecting with old friends. By saying they use social media for information, they are really saying the use it for staying in touch. By information, people also mean doing research on brands. They want to stay informed about other people's attitudes, experiences and opinions about products and services.

Changed the game

Social networking has changed the game when it comes to opinion sharing. Now consumers can reach many people at once with their views – and can respond to brands and events in real time, as they are experiencing them.

Figure 2: Younger Participants Are More Open to Social Networking Survey-Taking

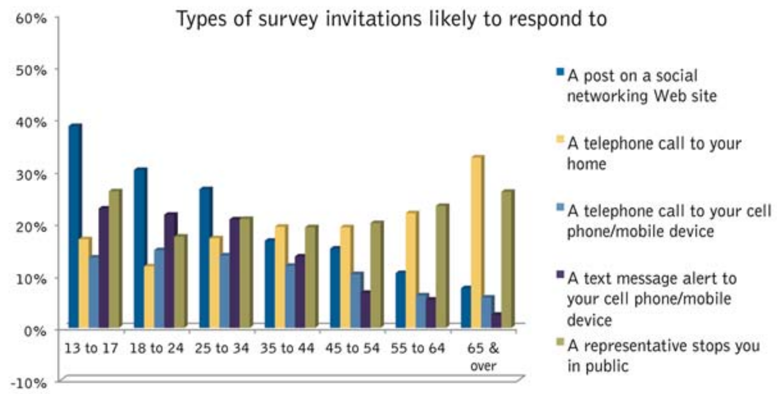
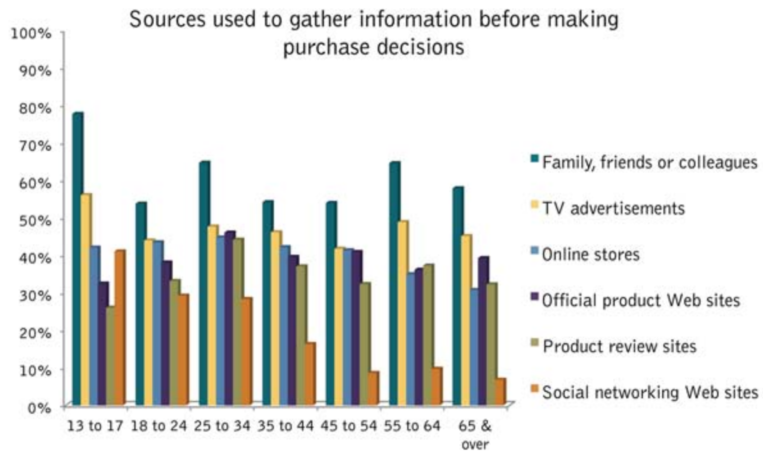


Figure 3: Family and Friends Have the Most Influence on Purchase Decisions



Our findings reveal, however, that among social networkers, only 23 percent have posted a comment or joined in a discussion over the past week. About half of users simply view the content - monitoring the convefrsation rather than taking part in it.

Who are the 23 pecent so actively participating? Unsurprisingly, this group tends to skew younger. About 35 percent of tfhose 13-17 and 30 percent of those 18-24 actively post comments.

The Avids also have the loudest voice and account for the majority of online discussions. They are most likely to post a comment, answer a poll or share their opinions about a product of service.

Younger users also are more open to responding to survey invitations through social networking sites. Those under 35 are more likely to reply to survey invitations through social networks than through traditional recruitment methods. In contrast, those over 35 are more likely to respond to survey invitations through more traditional channels, such as phone. In general, participants prefer e-mail invitations, because they can respond when they want. This level of convenience needs to be incorporated into social networking recruitment.

Clearly, as younger partici-

Figure 4: Interest in Facebook Messages

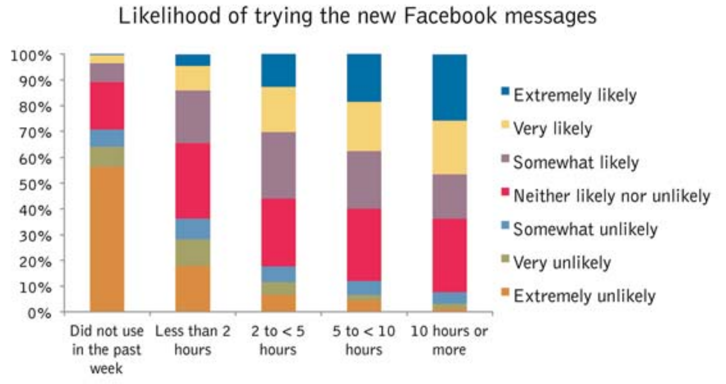
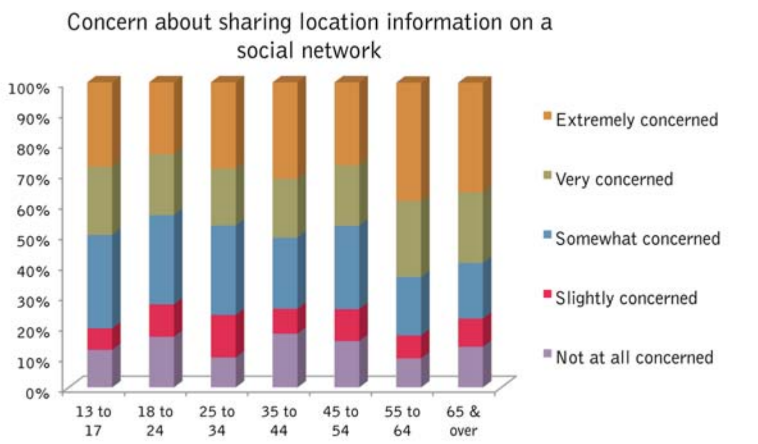


Figure 5: All Ages Have Some Concern About Sharing Location Information



pants get older, social networks will become increasingly important sources for survey recruitment. Some may think that the younger users on social networks are already commenting on discussions, so why go through the trouble of surveying them? In fact our findings show that of those willing to participate in survey research, the majority – 61 percent – have not actively posted to a social network site in the past week. Therefore, researchers would not reach them simply by listening in to social media.

Valuable source

Teenagers and young adults are more likely to view social networks as a valuable source of information. More than half of respondents between 13 and 34 say the information on social networking sites is very valuable or extremely valuable to them. In contrast, only about 20 percent of those 45 and older put the same high value on social network information.

Since younger age groups put more value on social networks, are they also more influenced by them when making purchasing decisions? If we look at teens, we see that social networking is in third place as an influential source. More traditional sources – such as family and friends and TV ads – are much more important for driving purchase decisions. Among the older age groups, social networking's influence over purchase decisions drops even lower. Across all age groups, family and friends are the most important influencers over purchase choices.

One of the reasons social networks are not powerful influencers over buying decisions is people don't trust them. Our findings show that, although people use social networks to gather brand information, they don't have faith that information is accurate. One of the key reasons may be the integration of advertising messages into social media "conversations." When they see celebrities tweeting about "deals," people recognize it's a form of advertising.

Successful marketing campaigns on social networks must be grown organically. Remember: Friends and family are still the most trusted information sources.

Most of their time on Facebook

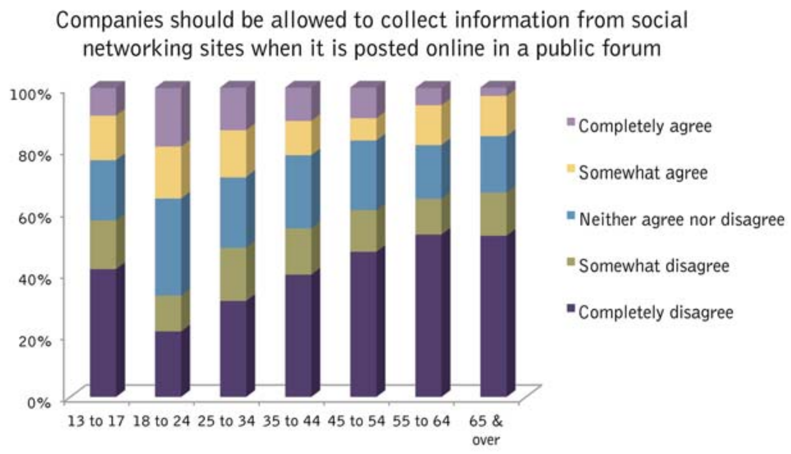
When people think about successful organic social media campaigns, Facebook is the first example that comes to mind. Facebook generates nearly one in four online page views in the U.S. Its popularity spans all age groups. Whether looking at young teenagers or adults over 65, we see about 70 percent of social networkers spending most of their time on Facebook.

There are three main drivers of Facebook's dominance. First, it's where everyone is, making it a simple way to stay connected. Second, it's a convenient way to communicate. Third, it's intuitive and easy to use.

Digging deeper, we find that Facebook users like the fact it is a general network where everyone they know is a member. They prefer that to a customized network with fewer members – but where all members share common interests.

They also, however, like a smaller group of friends within the network. This preference varies somewhat by age. In the younger age groups – when people are meeting new friends in college and starting their professional careers – respondents are split between preferring a small group of friends and

Figure 6: People Want to Know Who Has Access to Their Information



preferring as many friends as possible. As people get older and more established, the vast majority want a smaller, more intimate group of friends in their networks.

Going further, we find that people across all ages prefer individual, one-to-one communications over sending broadcast messages to a large group. Privacy and intimacy are important no matter what the respondent's age. That's why we're reading in the press about the development of Facebook Messages – a seamless modern messaging system that makes it irrelevant whether people are on their phones, online or on a portable device. It's informal, immediate and simple. Whatever platform a person is on, he or she can communicate in real time.

How likely are people to adopt Facebook Messages? The more they use social networks, the more they say they are extremely or very likely to try Facebook Messages, with the Avids most enthused about this new communication tool.

What people want in the future

Exploring what people want in the future reveals why so many are excited about Facebook Messages. The majority of both younger and avid social networkers believe it is very important for social networking sites to find a way to integrate different forms of communications – from e-mails to texts.

Who will continue to be using social networking sites, as new tools are introduced? Findings show that it is the Avids who are planning on using social media much more in the coming year. About 40 percent of the most enthused Avids – those spending 10 more hours a week on social networks – plan on using those sites significantly more in the next 12 months.

One of the key factors driving social media's growth is the introduction of new mobile devices, such as smartphones. Younger users and Avids are most likely to have accessed a social network within the last week from some kind of mobile device.

In spite of social media's growth, people across all age groups have some serious concerns. For example, about half of even our youngest respondents are worried about location sharing – applications that broadcast your location to your social network.

Businesses are incorporating this application into their promotions. For example, they are offering incentives for people to broadcast their locations from a specific restaurant or store. Participants, however, are uneasy about sharing this level of information. Who's actually seeing it? Can burglars use it to identify when someone isn't home?

Even legitimate businesses are increasingly monitoring social networking sites – and users are not comfortable with that either. Across all age groups, few people agreed that companies should be allowed to collect information from social networking sites. People want to know how their information is being used and when they are communicating with a company. That's why they are comfortable with survey research as opposed to social network eavesdropping.

Six key learnings

Clearly, social networks are here to stay and are an increasingly important part of the communication and research mix. SSI's study reveals six key learnings for those looking to understand social networks as marketing and research tools:

1. Social networks are shaping expectations for how we communicate, access information and share opinions. It's critical to understand the ways people are connecting – and how much time they are willing to devote to each of their communications channels.
2. People want to be in networks that have wide reach and include everyone they know. They also, however, cherish intimacy and privacy – which is one of the main reasons they are worried about sharing information broadly across a social network.
3. Convenience and ease of use are the key reasons users prefer one platform over another.
4. Even among younger users, trust still needs to be established. People are using social media to find purchasing information but don't always have confidence in what they see.
5. Avids plan to go extreme. They will become even more engrossed in their online activities. They are the cutting-edge users who are shaping what social networks will become.
6. Survey researchers need to embrace social networks and find ways to incorporate them into their methodologies and questionnaire designs. They need to use social networks to enhance both the recruitment and the research experiences.

Setting the standard

The expectations social networks are shaping – for ease, for convenience and for immediacy – are setting the standard for everything we do online. Those expectations will affect how we manage our research and our businesses in the years to come. | Q

Better online discussions

Enter article ID 20110102 at www.quirks.com/articles to read Greg Cobb's thoughts on improving your discussion-board research projects.

DIY research

We'll take it from here

Does DIY research offer real competition for research suppliers?

By Timothy Davidson

Do-it-yourself (DIY) has long been a popular practice for consumers looking to save money on home improvement projects. That same spirit is behind DIY market research, which entails the use of existing in-house market research staff to execute all parts of a project without third-party assistance. DIY is making significant strides among corporate researchers as the recession has caused drastic budget cuts.

For the past five years, our firm, Prevision Corporation, has been conducting surveys to determine market research supplier quality by asking research buyers in the U.S. to identify their suppliers and to rate them on attributes including data quality, service quality and value-for-money. In recent years, Prevision interviewers detected that more and more research activities that had been previously outsourced to a research professional were being performed by the respondent's own in-house staff. When this occurred, Prevision interviewers asked the research buyer to rate the quality and value of the DIY research as if it were being provided by outside suppliers.

Prevision interviewers asked the research buyer/respondent to use a 1-to-5 scale to rate the following seven attributes for DIY research projects: overall satisfaction, data quality, communication skills and on-time delivery (where 5 = very satisfied), relative cost (where 5 = very expensive) and value-for-money (where 5 = very high value). Prevision was then able to evaluate the quality and value of DIY projects and contrast them to projects performed by outsiders using ratings of virtually all professional market research firms, which were readily available and derived using the same methodology.

Commentary: When asked about the overall satisfaction with DIY research projects, respondents claimed levels about the same as projects outsourced to profession research suppliers.

DIY research projects have lower scores for data quality and for analytical skills when compared to the average scores of outsiders.

DIY's scores are higher than the average outside supplier for communication skills but are equivalent for on-time delivery.

Clearly DIY's relative cost scores are very low. Because of this important factor (made more important in trying economic times), the value-for-money scores of DIY research were comparable to that of the best-scoring professional research organizations.

snapshot

A survey of corporate researchers uncovered views on the pros and cons of DIY research.

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Perceived benefits and drawbacks

We pursued the emerging DIY research practice in even greater depth by asking additional questions of each respondent regarding whether DIY research was known to be practiced at that organization. Specifically, Prevision aimed to discover whether DIY was being used and in which category of research (e.g., early-stage concept testing, A&U, customer satisfaction, etc.). Interviewers asked about the DIY research trends within the firm and about the perceived benefits and drawbacks.

We defined DIY research as including the following research tasks: client interviewing; research design; survey instrument development; field-testing; survey execution; data tabulation; identifying salient findings; developing insights/conclusions; and communicating insights to the internal client. DIY researchers use readily available online survey software (e.g., Survey Monkey, Zoomerang, Vovici) to assist in survey data collection and analysis.

Following are some findings based on data from the 100-150 respondents who chose to answer each question.

Where is DIY research now being used?

Over half of the respondents (55 percent) reported that their firm had used in-house staff (to the exclusion of any help from outside suppliers) to do some surveys in the past 18 months.

Of those that did DIY surveys at all, DIY represented an average of only 16 percent of the respondents' surveys projects. CPG firms used DIY surveys only 4 percent of the time, while DIY was used at a much higher rate in financial firms (19 percent) and those in entertainment/travel (at 24 percent of all survey projects in the year).

Firms with revenue less than $2 billion or MRD spending levels less than $4 million were more likely that those having higher earnings/spending to employ significant levels of DIY research.

Of those doing some DIY research in the past 18 months, the research categories that were addressed most with DIY research were: attitude and Usage studies (mentioned by 55 percent of users); customer satisfaction/loyalty studies (52 percent); later-stage concept testing (43 percent); and early-stage concept testing projects (40 percent).

Research associated with complex research categories (e.g. brand equity/market structure studies) was rarely performed by DIY in-house researchers. These more complex studies are often outsourced to third-party specialists who may be engaged to perform additional management science modeling on research findings.

Ad copy testing and ad/brand tracking studies were rarely done by in-house DIY researchers. Perhaps this is because these research categories are unique in that there are relatively few third-party research firms doing this kind of research. The firms that do this type of research (e.g., Ipsos ASI, Millward Brown, MSW) are often specialists in these research types and have efficient procedures and normative databases.

What are the trends in employing DIY research?
About one-quarter (24 percent) of the respondents have not used DIY research in the past three years. The majority of these non-users are in CPG and financial (banking/insurance/credit card) industries.

Of those that have tried DIY research in the past three years, almost two-thirds (62 percent) feel that their use of DIY research has increased, led by the retail/restaurant and the entertainment/travel industries. One-quarter (25 percent) say that they have not changed their level of reliance on DIY research over the past three years and 13 percent indicated that they have reduced the level of interest in DIY research in that period.

About one-quarter of the respondents (24 percent) have no plans to use DIY research at all in the next three years. This figure for respondents from CPG firms is about 40 percent.

Of those that plan to use DIY research in the future, 43 percent expect that their use of it will increase, 8 percent will reduce their level of usage and about half (49 percent) will continue at their current usage level.

Surprisingly, CPG firms make up the majority (23 percent) of those planning to increase DIY research in the near future. They are followed by about 14 percent of financial industry firms willing to use this research method more.

How much money can be saved doing DIY research projects?
Respondents felt that DIY research was indeed less costly than outsourcing the same work even when the salaries of the in-house staff doing the research were considered.

They estimated that an overall average of 38 percent of the cost of an outsourced survey would be saved by using in-house staff. But this savings figure varied widely from one respondent industry to another. Respondents from the entertainment/travel industries estimated a much higher expected level of savings in project costs (60 percent) while those from other industries like health care and media/advertising expect substantially less savings (24 percent and 28 percent respectively).

Commentary: Clearly DIY research work has been considered by a majority of respondent firms in the past few years, and even more firms expect that they will do some DIY research studies in the upcoming three years. This comes about because more than one-third of the cost of doing survey work using professional research providers is estimated to be saved.

How does the DIY research quality compare with that of professional researchers?
Compared to outsourcing survey

work, half of the respondents (50 percent) feel that the quality of research work using DIY research is equivalent, but another third (36 percent) feel that DIY research is worse in quality than that of outsourced market research. One-in-eight (13 percent) believe that DIY research quality exceeds that of work performed by third parties.

Proportionately more respondents from the CPG, financial, health care and media/advertising industries complain of quality problems with DIY research versus other U.S. industries.

Are there other drawbacks in using DIY research?

When asked to describe in their own words the drawbacks of DIY research, respondents noted the following downsides (shown in italics).

The majority of respondents (52 percent) felt that there was *limited staff time* available to do DIY research using the current MR department setup. When current researchers were asked to do DIY studies, they were concerned that they would have *less time to do the things they were trained to do* – to design surveys to meet clients' needs; to interpret survey findings to find the insight revealed; to communicate the insights with their client. Another 3 percent mentioned *lost opportunity costs* and 2 percent said there would be *fewer hours available to develop analysis and conclusions*.

It was a *waste of staff talent*, according to 14 percent of the respondents and another 3 percent said it was a *waste of staff salaries*.

More than one-in-five (23 percent) felt that their own existing staff *didn't have the skills needed* and that more training was needed. Three percent suggested that *new hires* with the appropriate skill set be added to do DIY projects.

Some 13 percent felt that the *analytical capabilities* of the existing staff were weaker than that of outside professionals and that *more analytical training* was needed.

Eighteen percent mentioned said that their internal staff would *introduce bias* and that they would *not be as objective* as outsiders as they performed the work and analyzed the findings.

One-in-eight (12 percent) reiterated that the work product would have *lower quality*.

Six percent said that without outside suppliers, internal departments would be exposed to *fewer new ideas* and novel research approaches.

Current research departments are *not set up for DIY work*, said 3 percent of the respondents. Six percent cited a *lack of good application software*. Six percent said they had *limited access to respondent lists* as they would be limited to internal (potential prospect) contact lists. Another 1 percent mentioned the *lack of normative data in-house*.

Six percent mentioned that their internal clients *admire the proven capability and veracity of professional research suppliers*.

Other drawbacks cited for DIY research projects (each reported by less than 5 percent of the respondents) were: slower project turnaround (5 percent); loss of project efficiency (2 percent); a lack of consistency (2 percent); loss of confidentiality (2 percent); greater expense than professional MR outfits (5 percent); and limited to simple, straightforward research projects (3 percent).

Great interest

As the study findings show, there is great interest in reducing expenditures by using DIY market research projects in certain industries, especially among research buyers at small to medium firms.

The phenomenon, rarely seen 10 years ago, is clearly a function of economic pressures, suggesting that, as the general economy improves, the incentive to do DIY projects may dwindle. Further, as some feel that any cost savings from DIY are offset by a decrease in research quality, there may be additional reasons beyond budgetary ones to limit a reliance on DIY methods.

Still, as technology improves, placing more advanced and sophisticated methods in corporate researchers' hands, the lure of keeping a project in-house and on-the-cheap may prove increasingly hard to resist. | Q

We hate DIY

Enter article ID 20110710 at www.quirks.com/articles to find out why researchers can't stand DIY.

text analytics

Trying to make some sense of it all

What can text analytics teach us?

By Eric Weight

The advent of data warehouses gave businesses the power to collect, store and analyze information from multiple corporate systems in a single, high-performance environment. However, business managers were limited to analyzing only structured data. Structured data consists of tidy or fixed answers and numerals arranged in rows and columns. These data are easily stored, categorized, queried, reported and rolled up by a database. Text analytics opens the floodgates to new insights by allowing companies to analyze unstructured, free-form data in the same way structured data has been analyzed in enterprise data warehouses.

Systems that interact with customers are inherently filled with a large amount of unstructured, free-form text. For example, notes entered from a call center, open-ended responses on a customer survey and comments posted on the Internet all are defined as unstructured text. Text analytics, also known as text mining, is a technology that turns that unstructured information into structured information so that it can be properly analyzed by business intelligence systems.

One term you may have heard is ETL, or extract, transform and load. This is a technology used in data warehousing that extracts information from various operational systems and transforms it into a standardized format, then loads it into large, centralized databases. Text analytics is often referred to as "ETL for text." Text analytics systems are built to collect free-form text from operational systems and structure it, transform it and then load it into the data warehouse in a format that is easily useable by analysts operating traditional business intelligence systems.

There are many approaches and techniques used to turn text into structured information. Each approach has varying levels of accuracy and utility. In this article, we will explore those techniques and how they can be used in combination to uncover hidden insights stored within the text.

Missing or ignoring

Currently, there is an explosion of free-form text information being generated by consumers. Studies show that as much as 80 percent of the information that is created in a corporation is free-form or text in nature. At the same time, computer technology can not accurately process and understand language in its traditional form because computers are made to simply match patterns, compare and sort. Therefore, com-

snapshot

A look at some commonly-used text analytics methods and how companies can apply them to the many forms of customer feedback.

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panies are missing or ignoring a large percentage of the valuable information that could be helpful to their business.

Since the revolution of the Internet, paying attention to this type of information has become even more important. Consumers now generate an incredible amount of online content by posting comments that are publicly available to everyone. Most compelling, this is information that is not being said to the companies themselves but to the world at large.

Companies have numerous internal systems such as call centers, e-mail and automated feedback systems to gather and manage customer information. However, public Internet comments are posted for all to see, providing low-cost access to relevant customer thoughts and feelings about a company and its competitors. Businesses and their competitors can use this information to do competitive research, understand general market trends and pinpoint emerging problems early on in the product development life cycle. However, due to the free-form nature and sheer volume of this information, it is an expensive and cumbersome process to gather and understand unstructured data.

Transaction or feedback surveys typically contain one or more verbatim questions such as, "How can we improve?" or "Please describe the problem you had." Responses to these are typically very helpful individually. But what if you had a few thousand? How would you summarize them?

For these reasons, businesses are turning to text analytics systems and technologies to automatically process and analyze text in all its forms and transform it to be utilized in identifying trends, early warning signs, product issues, suggestions for improvement and cries for help from customers.

Answering the "why"

Traditional business intelligence systems that analyze structured data are very good for statistically reporting the current state of customers and markets - sales are up or sales are down; customers are satisfied or customers are unsatisfied; this region seems to be performing better than that region, etc. Although these are important facts to understand, the key insights that are missing are why those things are happening now. Answering the "why" behind the data is typically not possible, even with investments in interpolation, modeling and statistical analysis on traditional structured data.

However, when you combine structured data with unstructured data, such as free-form replies to open-ended survey questions or comments on the Internet, you add another layer of depth that can give you a complete picture. For example, you can see what customers are saying about a poorly-performing product, why customers in a specific region for a specific type of product and for a specific time period are unhappy and what were the key issues that drove low satisfaction. Text analytics can help understand these questions.

Well-designed surveys will typically ask for customers to rate products or services, then ask "Why did you give us that rating?" or "Why were you dissatisfied with our service?" The answers to those questions provide powerful insights. However, until recently this has been difficult to analyze. Businesses have traditionally relied on verbatim coding systems where vendors or analysts manually review a random sample of a few hundred responses and then create codes to categorize them into common issues.

Although manually reviewing a sample of responses provides some level of accuracy, there are some inherent flaws in that process. First and foremost is that you are not looking at all of the data. If you have thousands or hundreds of thousands of responses, you are only able to cost-effectively analyze a small fraction of the available information. The second flaw is human bias. Whenever humans are making decisions about the data, there is always a tendency for people to respond and categorize based on the way they are feeling that day. Eye strain and fatigue also play a role in delivering inconsistent results. One day an analyst may categorize a particular issue as a customer service problem, the next day or week they may think it is more of a product problem.

In addition, customers may have complex issues that are not easily categorized with traditional coding schemes. In this case, you may need multiple interdependent codes, but that can make it even more difficult for human analysts to be consistent. All of these challenges to analyzing free-form, open-ended comments in surveys are prevalent today. Text analytics delivers the capability to automatically process and analyze large volumes of free-form text with consistency and accuracy.

Variety of methods

A variety of methods have been developed for performing text analytics. These include:

Keyword or statistical analysis: The most traditional method is keyword analysis, which uses a type of pattern recognition. A Google search is a good example of this. When performing a search, you provide some search terms to a query program. The query program searches for those specific terms in the data warehouse and returns the hits or documents that contain at least one mention of the target terms. More advanced forms of keyword analysis provide the ability to search for terms that occur together as a specific phrase or words that occur within so many words of the target terms. Although this type of text analysis is very efficient and fast, it is not capable of discerning the roles, meanings and structure of words. Therefore, if you are searching for the word "suit," for instance, you will get results that include somebody being sued for medical malpractice and a clothing sale at the local department store.

Natural language processing: To overcome the inherent flaws of keyword searching and analysis, providers of text analytics have developed more sophisticated natural language processing (NLP)-based technologies. These systems have been around for some time but have had varying levels of success. Natural language processing requires training the computer to think like a human. In other words, training a computer to understand language the way humans understand language. This requires understanding basic grammar rules and word forms such as verbs, nouns, adjectives, prepositional phrases, etc. Once the system understands the basic structure of language, it can use that new information to derive the true meaning of words and phrases. Some of the commercially-available text analytics techniques that employ NLP are named entity recognition, targeted event extraction and exhaustive fact extraction. Each of these is explained below.

Named entity recognition (NER): NER is the process of identifying and extracting classes of entities - persons, places and things such as companies, products, people, organizations, locations, dates, etc., stored in free-form text. This technique requires that the analyst know in advance the specific entities to be extracted and then assign them to predetermined groups or classes. The resulting extractions can then be stored in a database and used to understand the frequency of mentions or broad topics discussed in the targeted source. This type of analysis is superior to keyword approaches since it is capable of using NLP to distinguish between nouns and verbs and only extract the appropriate mentions of the targeted terms.

Targeted event extraction: Event extraction is a technical term that defines a process of creating complex rules to locate and classify data based on targeted terms that are often referred to as triggers. After locating a trigger word, the rules define common attributes that occur in relation to that term. Using the suit example above, an analyst would create rules such as looking for the trigger term "sue" and then identify the plaintiff, defendant, jurisdiction and date for all lawsuits mentioned in the targeted documents.

Exhaustive fact extraction: This new method of text analytics patented by Attensity uses linguistic heuristics and patterns to discern the key facts and concepts contained in the source text. These patterns can then be universally applied to the entire corpus of text data, allowing the system to generate and exhaustive database of all available facts in one structured database. The analyst is then able to utilize traditional database queries to report on the most frequently occurring topics expressed in the text. The advantage to this approach is that the analyst is not forced to determine the problems, issues or topics to be analyzed prior to executing the fact extraction process. This means that emerging issues and new insights can be discovered in a timely and efficient manner.

Regardless of the technologies used to understand text, the analyst will need to consider many additional factors based on how the comments are generated and stored. Consider the different ways text is generated on a social media site. One is Twitter, where users are constrained to 140 characters, and hence use lots of acronyms, codes, hash tags and cryptic language. Another is a customer product review in which customers write a narrative description of their experience with a specific product. Still another is a customer survey with a directed question asking for a directed response.

These conditions present great challenges for text analytics. Although NLP technology will be required to provide accurate results, the best text analytics systems will utilize a variety of approaches adapted to the type and purpose of the source information.

Actionable insights

One of the most common things that can be learned using text analytics is when a customer expresses some sort of positive or negative emotion in conjunction with a company or brand interaction. Considering all of the things that could be expressed by customers in a free-form comment, general sentiment is relatively easy to discern since the way that people describe being upset or unhappy is universal.

However, the most valuable insights gained from customer comments are those that are called actionable insights. Actionable insights actually point to a specific condition or state within a customer's experience that the company could have an immediate impact on, such as a specific product problem. Another example is an issue with an operational procedure or policy that causes some frustration in customers or perhaps a poor interaction with a customer service agent regarding a refund. Unlike expressions of general sentiment, these are specific types of insights that can point to specific actions a company can take to keep customers from leaving or to directly increase loyalty and satisfaction.

The optimal VOC solution will be able process free-form text to understand sentiment and identify actionable insights using natural language processing and analysis. It will help companies understand the meaning of the comments and suggestions coming from customers so that they can effectively act on them. Many systems are available today that provide a dashboard for analysis and reporting of structured data from call centers and customer surveys. For example, when reporting the results of customer surveys, the dashboard can show each one of the questions and how they were answered.

A helpful VOC solution will show the same type of analysis and reports for the narrative replies to open-ended questions. In typical customer feedback dashboards, business managers click a button to see a long list of free-form comments, with no added analysis. Or they may have a method of categorizing these using manually applied codes. The best approach is to be able to treat that text data just like structured data. This allows you to automatically process and analyze it and instantly see the top 10 issues, suggestions or reasons customers left the company, for example. This is gleaned from reviewing every single comment that was provided, not just a sample.

So much text out there

In applying text analytics to gathering customer feedback from social media, many new challenges must be considered in addition to the accuracy of the analysis. The number one challenge is that there is so much text out there, yet only a fraction of it is actually relevant to your business. Even if you use traditional keyword filtering, it is still going to yield inconsistent and inaccurate results. For example, if you were evaluating comments about American Airlines, you would find some people who say, "I flew on American Airlines," while others say, "I flew on American." Think of the number of matches you will find if you just use the term "American"!

To manage this challenge, VOC programs using social media need to be able to apply smart filtering techniques and select only the relevant information from the mountain of available data. Text analytics technology based on NLP can also be utilized in the development of these smart filters, but due to the relatively new emergence of social media very few are commercially available. With the popularity of social media, many text analytics and customer feedback technology providers are rapidly developing systems to overcome this challenge.

New realm

Text analytics is opening up a new realm of analysis for VOC practitioners. The best VOC solutions incorporate structured and unstructured customer feedback from multiple channels into a centralized system for analysis and action. In effect, this allows companies to do primary customer research through surveys and secondary research using NLP-based text analytics technology, then integrate both into one feedback platform. The power of text analytics will allow companies to quickly and accurately identify actionable issues and then adapt in real time by taking immediate steps that will boost customer retention, differentiate their business and quickly grow revenue. | Q

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Smartphones seen as a necessity - but not for making phone calls

As mobile technology continues to evolve, a majority of smartphone users are integrating their devices into every aspect of their daily lives. In fact, smartphones can do so much in so many different ways that users would rather live without the calling feature than the mobile Web. According to data from BIGresearch, Worthington, Ohio, texting (21.6 percent), Internet (16.7 percent) and e-mail (15.7 percent) are the top functions smartphone users say they cannot live without. Calling features (7.8 percent), GPS (6.9 percent) and Facebook (5.9 percent) were necessary to fewer users.

Nearly 53 percent of smartphone users say they utilize all of the functions of their smartphones. Over 30 percent say they use the basic functions of their smartphones plus some applications and approximately 16 percent only use their smartphones for calling, texting and e-mailing.

With new technology, however, come new concerns, and the top privacy issue among smartphone users is location tracking (35.3 percent), followed by unauthorized access to personal information (31.4 percent); unauthorized access to financial data (21.6 percent); and online behavior being tracked (11.8 percent). Despite these concerns, 55.9 percent of smartphone users say they prefer using their smartphone to access the Internet over using a computer (35.3 percent prefer to use a computer; 8.8 percent aren't sure). For more information visit www.bigresearch.com.

International brain drain: How far will workers go for better employment?

Countries still reeling from the global recession could be set to become employment ghost towns as more than a quarter of workers say they are willing to move overseas to find a better job, according to GfK Custom Research, Nuremberg, Germany.

The question was asked in 17 of the 29 countries covered by GfK's international study and found that 27 percent of the workforce questioned is willing to move to another country to find better employment. And it is the young, qualified employees who are most likely to feel this workplace wanderlust: 41 percent of surveyed workers ages 18-29 agreed they are willing to move countries to find a better job. That figure is 32 percent for degree holders and 37 percent for Ph.D holders (37 percent), compared to just 22 percent of employees educated to a secondary-school level.

Unsurprisingly, the findings show that Central and South America will be the hardest-hit of the markets covered. Nearly six in 10 Mexican employees (57 percent) surveyed, half of Colombia's workforce (52 percent) and two-fifths of staff in Brazil and Peru (41 and 38 percent, respectively) are ready to look across borders for better careers.

But the trend is far from limited to developing markets. Other markets coming in at the top of the 17 countries asked about willingness to move countries to find a better job include Turkey, in third place (46 percent); Hungary, in seventh place (33 percent); followed by Russia (29 percent) and - both coming in ninth place - Portugal and the U.K. (27 percent each).

Even the U.S. and Canada - countries traditionally stereotyped for their relative disinterest in living abroad - face a potential fifth of their workers saying that they are ready to move countries to find a better job, at 21 percent and 20 percent, respectively.

As well as countries needing to guard against brain drain across borders, there is a warning for companies too, with more than one in four workers intending to leave their employers within 12 months. Of those, 35 percent are actively looking for a new job and 18 percent are looking to move in the next six months. Just 8 percent of employees are looking to wait until the economy is more secure.

The situation looks particularly worrying for Columbia and the U.S., where around half (55 percent and 47 percent, respectively) of their workers are actively looking to move jobs. At the other end of the scale, Brazil and Belgium face a far more stable retention environment, with only 15 percent of workers actively looking to change employers. For more information visit www.gfk.com.

Consumers rank their favorite grocery stores - location and price matter most

From fresh produce to convenient location to great everyday prices and discounts, consumers consider many factors when choosing their go-to grocery store. Discount grocer ALDI is the low-price grocery leader, according to a study from Boulder, Colo., research company Market Force Information.

The study was designed to uncover why consumers choose one grocer over another and what the customer experience is like for grocery shoppers. The survey asked consumers to indicate which retailer captured most of their grocery dollars. Ten grocers topped the list, including ALDI, Costco, Giant Foods, H-E-B, Kroger, Meijer, Publix, Safeway, ShopRite and Walmart. The survey then asked consumers to rank those 10 top grocery retailers on a number of attributes such as low pricing, cleanliness, service, food quality, location and the checkout process.

Results showed that consumers view ALDI as the affordable price leader, ranking it ahead of the other nine grocery chains. On an index scale with the average score set at 100, ALDI received a 157, followed by Walmart at 129. Costco ranked third in the low-price category with an index score of 120. But, as evidenced by the relatively close scores, consumers are not seeing the differentiation on price as clearly as the self-appointed price leaders would hope.

Walmart ranked highest among respondents in offering a one-stop retailer for all their needs, although the chain significantly underscored the mean in providing high-quality

meat, produce, organic products and courteous staff. Publix scored highest in offering an inviting atmosphere and environment-friendly policies. Some categories studied showed very little differentiation across the board, including convenient location, good private-label brands and variety of merchandise.

Additionally, location is the main reason consumers shop where they do but it wasn't the only driving factor. While 67 percent of consumers indicated that their grocer choice is primarily driven by its convenient location, second on the list was price (57 percent), followed by good sales and promotions (52 percent). The availability of good private-label products was surprisingly high on the list (38 percent), revealing a growing opportunity for stores to differentiate. Trends also emerged around the food itself, with high-quality produce more important to shoppers than high-quality meat. A mere 5 percent were shown to prefer their primary grocer for its sustainable environment and green policies.

The good news for grocers is that the study showed the vast majority of consumers are satisfied with their grocery experience. When asked to think about their most recent grocery-shopping trip at their primary retailer, consumers were overall pleased, with 90 percent indicating they were somewhat or very satisfied. Conversely, only 10 percent of consumers said they were dissatisfied.

For the 10 percent of consumers who were not pleased with their most recent experience, long wait times drove the most discontent, followed by not being able to find a desired product. Quality plays a role as well, with 19 percent unhappy with the quality of the retailer's produce and 15 percent dissatisfied with their meat quality. For more information visit www.marketforce.com.

Feelings of job security - and optimism - on the rise

American workers are easing their worries about layoffs and beginning to focus their attention on career advancement. The vast majority of U.S. workers (86 percent) are confident that they can continue working at their employer as long as they perform satisfactorily, according to a study from Accelerant Research, Charlotte, N.C.

This increased sense of security on the tail end of The Great Recession is giving way to high expectations of what future employment should look like. Nearly two-thirds of employees (64 percent) believe that their employment situation will improve in the next five years. Other points of optimism relate to compensation, in which 76 percent of workers expect their income to increase in the next five years and 29 percent believe their income will do so by more than 25 percent.

While the survey findings were highly encouraging for employees, the data also showed key areas of concern for employers in the coming years, such as losing talented employees. Fifty-seven percent of workers surveyed believe that there are better jobs available than their current position. For more information visit www.accelerantresearch.com.

Mobile banking could see a spike

Forty-five percent of U.S. consumers own a smartphone or tablet and, of that group, 52 percent currently conduct some form of mobile banking. However, the real growth in the mobile banking market will come from those who don't yet own a smartphone or tablet.

According to a May 2011 study from Boston research company Chadwick Martin Bailey and iModerate Research Technologies, Denver, 39 percent of those who plan to buy a smartphone or tablet in the next six months are highly likely to use the device for mobile banking. By contrast only 6 percent who already own a smartphone or tablet but don't mobile bank say they are highly likely to start in the next six months.

For many it's simply the convenience of being able to have access to account information and transfer funds from anywhere. For others, security concerns outweigh any convenience mobile banking has to offer.

Consumers are also becoming more comfortable with using smartphones to make purchases. Forty-five percent of smartphone owners have made a purchase using their smartphone over the last year. And when it comes to paying for those purchases only 49 percent use their credit card, while over 40 percent used either a debit card or PayPal. For more information visit www.cmbinfo.com.

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those distributed on other channels can contain more.

QuickSurveys 2.0 also features an improved interface, including the ability to ask open-ended questions and more advanced reporting features. For more information visit www.toluna-group.com.

Nielsen sets guidelines for new product launches

New York researcher The Nielsen Company has debuted an approach intended to improve new product success to 75 percent, giving companies a clear determination of whether new products will succeed and how to increase their odds of success. The following are Nielsen's 12 criteria every new product must meet in order to succeed: 1) distinct proposition, 2) attention-catching, 3) message connection, 4) clear and concise message, 5) need/desire, 6) advantage, 7) credibility, 8) acceptable downsides, 9) findability, 10) acceptable costs, 11) product delivery and 12) product loyalty. For more information visit www.nielsen.com.

Kinesis integrates with Facebook; publishes mobile-focused white paper

Kinesis Survey Technologies LLC, an Austin, Texas, research company, has integrated its Kinesis Survey platform with Facebook. With the integration, Kinesis Survey users are able to publish surveys to a Facebook page from within the Kinesis Survey application. The survey access link and description will appear on the specified Facebook Wall page and on the News Feed page of fans/friends to promote participation. This feature is well-suited for research panel and community Facebook pages, as well as for companies and individuals that wish to collect feedback from among their registered fan/friend base.

Kinesis' Facebook integration is compatible with both Web (PC) and mobile browser versions of Facebook, as well as all Facebook mobile apps. When Facebook users access a published survey, Kinesis Survey can collect available user data, such as name and e-mail address for each respondent who elects to share that information.

Additionally, Kinesis has published Defragmenting Mobile Research – How to Successfully Combine the Wide Array of Available Mobile Tools and Create a Highly Effective Mobile Platform, a white paper that addresses current and future mobile research practices, as well as issues related to the evaluation of available device options, emerging mobile technologies and communication methods. For more information visit www.kinesissurvey.com.

Three product launches for comScore

Reston, Va., research company comScore Inc. has introduced its syndicated mobile measurement service, comScore MobiLens, in Canada. MobiLens is designed to offer insights into mobile consumers' demographics, behaviors and device attributes and capabilities to provide a comprehensive picture of the mobile market. Canada marks the eighth individual market now reported in MobiLens.

Additionally, ComScore has also launched Unified Digital Measurement, a panel-centric hybrid solution to digital audience measurement intended to blend census and panel approaches. Unified Digital Measurement combines person-level measurement from the two million-person comScore global panel with server-side metrics to account for 100 percent of a Web site's audience.

Participating companies place tags on their content and ads and these calls are recorded by comScore servers every time content is accessed. ComScore is able to view these calls on its global panel in addition to measuring the direct server calls.

Finally, comScore has released comScore Device Essentials, a solution that aims to provide insight into digital traffic across all devices worldwide, offering detail into device characteristics, connection type and geography. For more information visit www.comscore.com.

Qualvu updates its mobile app with blogging

Denver research company Qualvu has upgraded the Qualvu Mobile App for in-the-moment video consumer insight collection with the goal of giving companies the option to gain deeper, on-the-go insights; enable individualized or group follow-up and probing; create interaction and conversation among survey participants; allow participants to view and react to other participants' video responses; direct questions to the entire group or just selected members; and use social media dynamics through a mobile blog platform to prolong participant engagement in a study and generate group discussion. All of these features are designed to be accessed through mobile devices such as smartphones and tablets. For more information visit www.qualvu.com.

Physicians get involved in eye-tracking omnibus

IC International Corp., a Hicksville, N.Y., research company, has launched a biometric eye-tracking omnibus for physicians and consumers, intended to test consumer and physician response on a precognitive basis to advertising, packaging and other stimuli. The omnibus aims to provide a physician's emotional activation, attention points and gaze plots for an advertisement and identify if the stimuli captured the physician's interest and the intensity level. The monthly omnibus delivers results within two weeks. An additional consumer omnibus is also available for packaged goods and print advertising. For more information visit www.biometriceyetracking.com.

SPA Future Thinking debuts trio of tools

U.K. research company SPA Future Thinking has unveiled a trio of tools designed to help brands and broadcasters analyze and measure the impact of sponsorship, product placement and multimedia campaigns. The new Communications Suite consists of Place Max, which measures viewers' depth of feeling

toward a brand following paid-for placement activity as well as topline reactions; Campaign Optimizer, which uses regression analysis to model the relationship between recall of different elements of a multimedia sponsorship campaign (TV, online, mobile, etc.) and the effect of each in terms of raising brand awareness, improving brand image and driving the call to action; and the TV Sponsorship Index, which uses data from SPA Future Thinking's 450-study norms database to identify where sponsorship is performing well or badly, which key measures awareness is driving and whether the arrangement is performing to maximum effect. For more information visit www.spafuturethinking.com.

Research Rockstar takes training on the road

Research Rockstar, Westborough, Mass., has announced 10 on-site training programs for market researchers, all available for delivery at client and conference facility sites. Class content can be customized for delivery to either those pursuing market research careers or those who use market research as part of other professions (i.e., product managers, marketing managers, sales professionals, etc.). For teams with diverse backgrounds and needs, the instructor can provide tailored handouts.

All classes include interactive exercises and customized workbooks. A full class list is available at http://bit.ly/mm9ACn. Fees start at $1,500, plus instructor travel costs. For more information visit www.researchrockstar.com or contact sales@researchrockstar.com.

Harris Interactive debuts Research Lifestreaming

Rochester, N.Y., research company Harris Interactive has released Research Lifestreaming, a tool designed to link disparate streams of data together to connect what people have on their minds, and the conversations they may be having, with the actions that they take. Research Lifestreaming includes hundreds of profiling attributes such as age, children in household, media habits and BMI (body mass index).

The tool is also intended to categorize consumers into segments based on social media conversations, habits and attributes and allow researchers to probe and engage with the social media-savvy panelist, creating a two-way interaction. For more information visit www.harrisinteractive.com.

Briefly

Erdos & Morgan, a Syosset, N.Y., research company, has released its 2010-2011 Purchase Influence in American Business study, which details purchasing power at headquarters locations of senior executives. The 2010-2011 edition is the first to include Web sites in the media measured. For more information visit www.erdosmorgan.com.

Cincinnati research company Ipsos Understanding UnLtd. has debuted QualTV, a reporting solution designed to resemble a documentary-style reality show. QualTV reports are professionally-filmed, seven-to-10-minute videos featuring custom imagery, audio and visual effects and are scripted, hosted, edited and produced by Ipsos' internal research team. For more information visit www.ipsos-na.com.

Maritz Research, St. Louis, has redesigned its Web site (www.maritzresearch.com) to focus on customer experience measurement, brand differentiation, product development and customer retention.

Synovate Healthcare, a London research company, has launched Hyperlipidaemia Monitor, its syndicated therapy monitor focusing on the drug treatment of patients with hyperlipidaemia, in Asia-Pacific. For more information visit www.synovate.com/healthcare.

Cambridge, Mass., research company MarketSight LLC has released MarketSight 8.1, the latest version of its survey analysis software. Version 8.1 offers support for Firefox (3.6.14 and higher) for both PC and Mac users and Safari (5.0 and higher) for Mac users only. For more information visit www.marketsight.com.

Port Washington, N.Y., research company Paradigm Sample has developed an app designed to enable the company's IdeaShifters panelists to participate in exercises via the iPhone. Using the iPhone's location-based services technology, Paradigm Sample sends panelists tailored surveys based on location and as they are actively making purchase decisions. An icon appears on the iPhone to indicate a questionnaire when panelists go to a specific retail location. For more information visit www.paradigmsample.com.

Fort Washington, Pa., research company Centris has launched Video Tracking Study, a program designed to track the demand for video services, including the emerging demand for over-the-top (OTT) video services, and provide quantitative data to content distributors and service providers. The study will consist of five parts: market readiness; market evolution; the OTT segment profile; the demographic segment profile; and provider scorecard. For more information visit www.centris.com.

Surrey, U.K., research company EasyInsites and The Children's Mutual, a Gloucestershire, U.K., financial services company, has launched The Parent's Panel, an online custom research panel intended to include 5,000 parents. The panel will also be available to researchers via the Cint Panel Exchange. For more information visit www.easyinsites.com.

20|20 Technology, a division of 20|20 Research Inc., Nashville, Tenn., has launched QualBoard Plus, a bundled set of tools, services and project support designed to help researchers complete a bulletin-board focus group project. For more information visit www.2020research.com.

Stockholm, Sweden, research company Norm has launched a

panel of Swedish parents and an accompanying omnibus. The panel, TalkToParents.se, consists of over 2,300 Swedish parents who have children ages six and under. New parents of small children are added monthly. The panel's monthly omnibus goes out monthly and targets 500 Swedish parents who have at least one child age six or younger. For more information visit www.norm.se/family.

Marketing Research Services Inc., Cincinnati, has launched SocialView, a tool designed to help measure brand buzz and sentiment; factors influencing brand image; and how a company compares to competitors to uncover what's most important to their customers. SocialView can be used as a stand-alone project to gauge brand image and perceptions; as a listening instrument to identify opportunities for line extensions; for exploratory purposes prior to quantitative research; or in conjunction with brand image or customer satisfaction initiatives. For more information visit www.mrsi.com/socialmediaresearch.

Productive Access Inc. (PAI), a Yorba Linda, Calif., research company, has announced the general availability of mTAB, a survey analysis software application in several industry verticals including the automotive industry. A subset of Autodata Solutions' vehicle database, an Ontario, Canada, automotive information company, will be available to customers of PAI's mTAB survey databases that contain VIN or vehicle identification numbers. For more information visit www.paiwhq.com.

Nuremberg, Germany, research company The GfK Group and GfK nurago have launched a global research project called Connected Life.dx. The study is intended to investigate the relationship between mobile and fixed Internet browsing and to deliver a complete Web browsing and apps utilization picture. Over 400 consumer participants from Europe, the Americas and Asia will be recruited to have their online behavior across a range of devices continuously monitored over a three-month period. For more information visit www.gfk.com.

The Research and Engagement Division of Chime Communications PLC, London, has released the Trust Accelerator, a trust model designed to deliver insight to allow clients to improve their trust ratings by measuring, categorizing, explaining and identifying how trust can be improved. For more information visit www.cie.uk.com.

London research company Ethnos has rolled out a new panel with over 20,000 members, intended to be segmented by ethnic groups (Indian, Pakistani, Bangladeshi, Black Caribbean, Black African, Chinese, Eastern European and Mixed); by faith communities (Muslim, Hindu, Christian, Sikh and Other); and by a full range of demographic, attitudinal and behavioral metrics. For more information visit www.ethnos.co.uk.

Dublin, Ireland, research company Experian has launched Experian Hitwise in China. Experian Hitwise is its Internet measurement service designed to help domestic and international marketers improve their online marketing, content development, affiliate strategies and search tactics for the Chinese market. Experian Hitwise will report on over one million Web sites over 130 industries across major search engines in China. For more information visit www.experian.cn.

Montreal research company Mirametrix has launched its S2 Eye Tracker, a more portable, lightweight version of its previous eye-tracking product. S2 is designed to be set up in under two minutes and to calibrate in under 15 seconds. The S2 Eye Tracker comes with software for analyzing gaze data in real time and an API for integrating with other applications. For more information visit www.mirametrix.com.

Charlotte, N.C., research company Media Economics has launched coverage of online advertising activity in Mexico with its MexicoWebMonitor service. The service is initially intended to track advertising activity in approximately 40 of the main Web sites in Mexico. For more information visit www.media-economics.com.

Portland, Ore., research company Rentrak Corporation has released a new version of OnDemand Essentials, its video-on-demand audience measurement service. The first series of new reports are available and includes cross-platform reporting, geo-demographic segments and an enhanced user interface. Additional reports and features will continue to be introduced throughout the remainder of the year. Additionally, Rentrak has added a kids category to its on-demand platform. For more information visit www.rentrak.com.

Research companies Experian Marketing Services and Kantar Media have partnered to integrate aggregated demographic data with anonymous audience viewing behavior data. The integration is intended to deliver well-defined data for insight into the composition of audiences based upon household attributes. The integrated data will be offered as a core feature available through Kantar Media's DIRECTView service. For more information visit www.kantarmedia.com.

Dubai, United Arab Emirates, research company YouGov Siraj has launched a research-only online panel in Pakistan. For more information visit www.yougovsiraj.com.

New York research company OnePoint Surveys has rebranded as OnePoint Global. The firm is online at www.onepointglobal.com.

The Research and Engagement Division of Chime Communications PLC, London, has rebranded as CIE – Chime's Insight and Engagement Division. The division is online at www.cie.uk.com.

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and creating an integrated communications campaign for JCPenney.

The Marketing Research Association, Glastonbury, Conn., recognized several industry leaders for service to the association and its members at its annual conference in June: **Joan Burns**, JHB Consulting, Honorary Lifetime Membership Award; **Hilary Fischer**, Kantar Health, Distinguished Service Award; **Kathy Pihuj**, Scarborough Research, Award of Excellence; Greater New York Chapter, Chapter of the Year; **Kara Kennedy Davis**, FGI Research, Atlanta/Southeast Chapter Award; **Charley Jordan**, CPR, Chicago Chapter Award; **Gary Altschul**, WAC of Miami/Ft. Lauderdale, Florida Chapter Award; **Adam Jolley**, EMI - Online Research, Great Lakes Chapter Award; **Rhoda Brooks**, IPC, Greater New York Chapter Award; **Michael Bystry**, The Long & Foster Companies, Mid-Atlantic Chapter Award; **Julie Bartell**, ADAPT Inc., Minnesota/Upper Midwest Chapter Award; **Steve Kalter**, Acumen Marketing Research, New England Chapter Award; **Don Wasylyk**, CfMC Research Software; NorthWest Chapter Award; **Lori Young**, Schlesinger Associates, Philadelphia Chapter Award; **Myla Merriss**, Adept Consumer Testing, Southern California Chapter Award; and **Steve Larson**, Information Alliance; Southwest Chapter Award.

Encino, Calif., research company **uSamp** has received the 2011 Red Herring Top 100 North America Award from San Mateo, Calif., media company **Red Herring**. The award honors the most promising private technology ventures from the North American business region.

Cincinnati research company **Burke, Inc.** has been named the No. 1 Top Workplace in the 2011 Enquirer Media Top Workplaces competition among mid-sized companies in the greater Cincinnati region (150-499 employees). The competition involved having employees complete a Web-based, confidential survey of employee engagement that measured items across six areas: direction, execution, career, conditions, managers and pay and benefits.

New accounts/projects

London research company **Kantar** has adopted San Francisco research company **MarketTools**' TrueSample quality solution for all of its U.S. online consumer survey-based research.

Additionally, MarketTools has joined the **Customer Experience Professionals Association**, a Wakefield, Mass., industry trade group, as a founding corporate member.

Market Publishers Ltd., London, has signed agreements with **Interfax Europe Ltd.**, **Prosper Business Development** and **Taiyou Research** authorizing MarketPublishers.com to distribute and sell the companies' research reports.

Columbia, Md., research company **Arbitron Inc.** has added the Hudson Valley to its radio ratings markets. Hudson Valley includes four New York counties: Westchester, Rockland, Putnam and Orange.

Southwest Airlines, Dallas, has invited members of its Rapid Rewards program to enroll in the e-Rewards Opinion Panel, run by **Research Now**, Plano, Texas. Invitees who join the panel will be able to earn Rapid Rewards Points by completing online market research surveys.

New York communications company **MediaCom** has adopted Cologne, Germany, research company **Globalpark**'s feedback management panel platform.

New companies/new divisions/relocations/expansions

Waltham, Mass., research company **Affinnova** has announced plans to create 105 new jobs by 2012.

Lightspeed Research, Warren, N.J., has expanded its operation in Hong Kong and moved its offices to the city's Quarry Bay region.

Manchester, U.K., advertising company **MediaVest** has opened a Human Experience practice in New York, aimed to explore the drivers of human behavior. The unit will be led by Richard Hartell.

Nuremberg, Germany, research company **Icon Added Value** has opened a second German office in Hamburg. Andreas Ebeling will head the office.

Menlo Park, Calif., research company **Knowledge Networks** has opened an office in Alexandria, Va., to provide online survey research services to support its work with federal agencies and the public affairs sector.

Waltham, Mass., research company **Affinova** has expanded its European operations with offices in France and Germany.

London research company **Dub** has opened its first U.S. office in Los Angeles. Kerry Hecht will lead the new office.

Oslo, Norway, research software company **Confirmit** has launched a corporate subsidiary in Frankfurt, Germany.

Nestlé, Vevey, Switzerland, has expanded its simulated shopping center in York, U.K. The expansion features an Imax cinema, replica living room and working kitchen, full-size convenience store and digital media area.

London research company **Firefish** has opened The Pineapple Lounge @ Firefish, a division focused on kids and families. Emma

Worrollo will lead the operation.

Framingham, Mass., research company **Kadence International** has expanded its computer-assisted telephone interviewing facilities at its U.K. headquarters in London from 50 to 75 stations.

Additionally, Kadence has expanded its presence in India with a full-service office in Mumbai.

Research company **Illuminas** has relocated its London headquarters to 183-203 Eversholt Street, London.

Chicago research company **Synovate** has opened an office in Ho Chi Minh City, Vietnam. Rodolphe Jounot has been named managing director of the operation.

Noida, India research company **Advaith** has opened a U.K. office. Jonathan Sheldrake will serve as sales director for Europe and the U.S.

New York research company **WorldOne** has opened offices in Hamburg, Germany, and Bern, Switzerland.

IMS Research, Wellingborough, U.K., has established a research and sales operation in Tokyo, led by Masanori Wakabayashi.

Research company earnings/ financial news

An affiliate of **New Mountain Capital LLC**, New York, has completed its majority investment in **SymphonyIRI Group Inc.**, Chicago.

The Nielsen Company, New York, will continue to file separate financial reports with the Securities and Exchange Commission for its subsidiary, The Nielsen Company B.V.

BuzzLogic, San Francisco, closed a $7.8 million round of Series C funding led by **Bridgescale Partners**, Menlo Park, Calif. The funds will be used to enhance its technology platform; introduce online advertising products; and double its sales and account management team.

Rentrak Corporation, Portland, Ore., announced financial results for its fiscal fourth quarter and full year ended March 31, 2011. Consolidated revenues for the fourth quarter of fiscal 2011 were $24.7 million. Operating loss for the fourth quarter of 2011 was $(0.8) million. Net loss was $(789,000).

Consolidated revenues for fiscal 2011 rose to $97.1 million from $91.1 million for fiscal 2010. Operating loss for fiscal 2011 was $(2.6) million, compared with $(0.9) million for fiscal 2010. The fiscal 2011 net loss was $(767,000), compared with net income of $576,000 for fiscal 2010.

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Tommy Stinson, director, qualitative insights, Added Value North America.

Terence McCarron has been promoted to managing director, North America, of *Cint,* a Stockholm, Sweden, research company. McCarron will be based out of Princeton, N.J.

QSR International, a Doncaster, Australia, research software company, has appointed **Rob Calcagni** as general manager, Americas; and **Chris Astle** as general manager, Europe, Middle East and Africa.

Paris research company *Ipsos* has made the following appointments to its qualitative team in Asia-Pacific: **Tony Wai**, Greater China; **Omnia Holland**, Australia; **Fumito Furukawa**, Japan; **MC Lai**, Southeast Asia; and **Rinku Patnaik**, India.

Shelton, Conn., research company *Survey Sampling International* has named **Marina Repina** director, business development, Russia.

James M. Caltrider has been appointed president and CEO of San Diego research company *TrendSource*.

New York research company *Ipsos Health* has hired **David Scowcroft** as senior vice president and **Susan Baxter** as vice president. Additionally, **Jane Wilson** has rejoined the company as manager and **Brittany Bare**, **Gina Maggi**, **Katherine Sharga** and **Andrew Zoller** have been named research associates.

G & S Research, Indianapolis, has promoted **Wendy Ruiz** to director, client services; **Chad Moore** and **Elizabeth Woerly** to manager, analytics; **Sara Melchi** to analyst; **Mary Ellen Wheeler** to senior project manager; and **Ashley Miller** and **Wyndy Smelser** to manager, client services. The company has also hired **Amy Heady** as coder and **Elena Montgomery** as associate analyst.

Redwood Shores, Calif., research company *Cheskin Added Value* has hired **Martin Cerda** to its intercultural team as strategic director, quantitative/business consulting. Cerda will be based in Miami. Cheskin Added Value has also appointed **Lee Shupp** as executive vice president.

Fort Washington, Pa., research company *Focus Forward* has promoted **Anushya Singh** to director, qualitative field services, and hired **Andrea Palys** as project manager, qualitative.

Ogilvy CommonHealth Worldwide, a Parsippany, N.J., advertising company, has promoted **Brad Davidson** to general manager, Ogilvy CommonHealth Insights and Analytics.

John Farrar has been promoted to vice president, media measurement, at *InsightExpress*, a Stamford, Conn., research company.

New York research company *Kantar Health* has promoted **Jade Cusick** to president, U.S. marketing insights.

Invoke Solutions, a Boston research company, has named **Iqbal Mutabanna** CTO.

GfK HealthCare, a Blue Bell, Pa., research company, has appointed **David Mackenzie** as global head of country strategic development. Mackenzie will be based in the U.K.

Jeffrey Henning has been named CMO of *Affinova*, a Waltham, Mass., research software company.

London research company *Kantar Media* has promoted **Allister Nixon** to COO.

Perry James has been promoted to president, home and office supplies, of Port Washington, N.Y., research company *The NPD Group*. Separately, the company has named **Amy Hyland** head of fashion apparel. **Diane Nicholson**, head of the beauty business, will add the fashion footwear and accessories business to her responsibilities. **Juli Lennett** has been named head of toys.

InSites Consulting, a Ghent, Belgium, research company, has made several appointments to its London office: **Aaron Rattue** and **Simon McDonald** as business director and **Laxmi Chhaya** and **Antonno Versteeg** as community research consultant.

Watertown, Mass., research company *Communispace* has named **Sally O'Rourke** managing director, Europe.

Los Angeles research company *MarketShare* has appointed **Steve Simpson** as executive vice president, global accounts and strategic growth.

Richard Lawrence has been named leader, business strategy and strategic services, of *Mindshare North America*, a New York research company.

Patty Currie has been appointed global brand director, tracking, of New York research company *Millward Brown*. Currie will be based in Lisle, Ill.

Dallas research company *Toluna* has appointed **Stephan Soine** as country manager, Germany

Insight Research Group, New York, has hired **Cassandra Rowe** as senior manager and **Ally Aleman** as manager. Additionally, **Betsy Grimes** has been promoted to senior manager and **Alisha Alleyne**, **Jamie Betesh** and **Karen Stasiak** have been promoted to manager.

Lightspeed Research, Warren, N.J., has hired **Paul Wong** as senior vice president, business development. Wong will be based in Hong Kong.

CORPORATE RESEARCHERS CONFERENCE

SEPTEMBER 21-23, 2011 • CHICAGO

The 2011 Corporate Researchers Conference (CRC) is a new event directly benefiting corporate researchers – those working in-house for companies selling products or services to consumers or businesses – as well as the trusted partners who support them.

Designed by corporate researchers, CRC includes three educational tracks tailored to enhance your performance in this exciting profession:

1. Real World Research Methodologies
2. Directing Marketing Research Projects
3. Leading the Corporate Research Function

General sessions have been designed to expand your research knowledge and leadership ability covering the future of marketing research, presenting complex insights, and advocating effectively to internal and external clients.

Four high-level, leading-edge keynote addresses will inspire, motivate and challenge you.

We invite you and the entire research profession to join us for something new, and better.

Join us September 21-23 in Chicago!

MRA | *Quirk's* | MREB

Inspirational Keynotes

Changing the Way Companies Use Marketing Research

Finbarr O'Neil, *President,* **J.D. Power and Associates**

Gain an understanding of the top three fallacies companies have about the relationship between voice-of-the-customer information and running their business. Calling on his experience as CEO of Hyundai and Mitsubishi and his current role, O'Neil will share insights on the three best practices of how companies should use market research to run their business and improve their ROI.

The Mirror Test: How To Breathe New Life Into Your Business – Here's How You and Your Company Must Adapt…Or Die.

Jeff Hayzlett, Former CMO of **Kodak** and Author of *The Mirror Test* and *The Change Agent*

Hailed a "Celebrity CMO" by *Forbes Magazine*, and famous for his outspoken appearances on numerous television networks, Jeffrey Hayzlett is widely recognized as one of the most influential marketers of our time. Hayzlett will share with you some of the newest ways to win with social media, redefine your elevator pitch and help you to transform your business.

Two New Keynotes Announced!

- Ed Farrell, Director, Consumer Reports National Research Center, **Consumer Reports/Consumer Union**
- Rick Murray, President, **Edelman Chicago**

Companies Presenting:

Madison Square Garden
Kraft Foods
Microsoft
American Express
J.D. Power and Associates
Consumer Reports
T-Mobile
Kodak
Verizon
Batesville Casket
Motorola
Taco Bell
Openet
Extreme Presentation
Corporate Executive Board
Competitive Futures
Edelman Chicago
Cambiar Consulting

MARKETING RESEARCH ASSOCIATION
QUIRK'S
CORPORATE EXECUTIVE BOARD
CORPORATE RESEARCHERS CONFERENCE
SEPTEMBER 21-23, 2011 • CHICAGO

Expansive General Sessions

Research

How to Present Complex Insights and Findings So They Are Acted On Immediately

Dr. Andrew Abela, *Professor of Marketing and Presentation Design Consultant*
Extreme Presentation

Dr. Andrew Abela is the creator of the acclaimed Extreme Presentation method for designing presentations that drive action with very few slides. He teaches the method to researchers at leading organizations, including HJ Heinz, JPMorgan Chase, and Microsoft, and he will be sharing insights and tools from this work. You will leave this session with the ability to make significant changes to your research presentations and see immediate action on your insights.

New Session Just Added Featuring Scott Richman of **Madison Square Garden**

Leadership

The Winds of Change – Market Research Approaches a Strategic Inflection Point

Ian Lewis, *Partner,* **Cambiar Consulting**

Drawing on Cambiar's own work, and its work with industry groups such as ARF, ESOMAR and MREB, this presentation will address: Delivering more with less: do-it-yourself research; new modalities; the river of information; the new global middle class; new talent for a new age; and the future of marketing research.

Five Ways to Achieve Strategic Foresight – and Five Ways We Fail

Eric Garland, *Managing Partner, Author,* **Competitive Futures**

This presentation will introduce the audience to the five key techniques that make up foresight practices at the most sophisticated organizations – techniques that corporate researchers can apply instantly. More importantly, we will look at the five major ways organizations fail to implement foresight, and how we can do better.

Powerful Education Tracks

Real World Research

Explore research methodologies showcasing the latest techniques and newest practices to help you succeed in your research function.

Using Social Media for Insights

Frank Cotignola, *Consumer Insights Manager, CIS Capabilities Group,* **Kraft Foods**

"Social Media Listening" will help you better understand how you can use both free and paid listening tools to gain insights into your brand and category. Using examples, you will find out how to gain insights that will help you with new product introductions, brand extensions, new category entries, and how you should react to the current economic climate.

Competitive Intelligence (CI) and Marketing Research

August Jackson, *Market Intelligence Analyst and Project Manager,* **Verizon**

In this session a corporate CI practitioner with over 10 years experience will describe the basics of the corporate CI practice and how social media is blurring the lines with marketing research. He'll also discuss how Web 3.0, the semantic Web and "big data" will transform both CI and marketing research.

Just Added – Linda Ashbrook of Taco Bell!

Directing Marketing Research Projects

Gain insights and techniques on directing a project from the initial scoping to packaging the information to determining the ROI.

Your Customers Want Answers, Not Data

Ty Trenary, *Competitive Intelligence, Senior Manager,* **T-Mobile**

The role of Competitive Intelligence should not be to provide data, but to provide answers. This session will focus on the steps that one can take to provide answers that will help drive the company business forward, take Competitive Intelligence out of the "Q and A desk" role, and provide actionable insights for business partners.

Marketing Research Needs: Discovery & Delivery

Gayle Lloyd, *Head of Product Research and Competitive Intelligence*
Batesville Casket

Today's marketing researcher needs to be good at many things – project management, study design, analysis, report writing – but they must also excel at uncovering the needs of the organization. Packaging information so it has impact and the organization hears it, gets it and acts on it is also important. It is important to tell a compelling story while also bringing all the pieces of data together. Gayle Lloyd will dive deep into all these issues during this session.

Just Added – Dan Poling of Microsoft!

Keep the energy going back at the office with a new iPad 2 with 16 GB and WIFI – a gift for you or it may be transferred to coworkers or anyone you choose.

Register by August 19 to secure your iPad 2!

Leading the Corporate Research Function

Addresses the needs of executives and senior practitioners who direct the research function.

Bridging Marketing and Research in the Information Age: Inspiring Action Despite Information Overload

Chris Frank, *Vice President,* **American Express** & Paul Magnone, *Director, Global Business Development & Alliances,* **Openet**

Learn practical thinking you can apply immediately to leap frog the whole notion of swimming in data by turning facts and figures into business learning. Through case studies from over a dozen household brand names as well as the speakers' direct experiences, see how their framework can have a dramatic impact. By the end of this presentation, you will learn to quickly amplify your decision-making and separate the signal from the noise.

Synthesis and the Coming of the Knowledge Era

Martha Mathers, *Director,* **MREB** & Jennifer Miff, *Global Operations & Quality, Consumer & Market Insights,* **Motorola**

Corporate research isn't about learning – it's about knowing. The Knowledge Era asks research teams to leverage vast amounts of information inside the company. Synthesis of what we know turns out to be faster, significantly cheaper and frequently as insightful as new primary research. Dive into the best practices that make synthesis a reality for today's hard-pressed teams.

Just Added – Michael Hubble, Corporate Executive Board!

Fairmont Chicago Millennium Park

You will be staying at the Fairmont Chicago, Millennium Park, which is located in the rich and diverse Grant Park and Millennium Park neighborhood. Enjoy breathtaking views of the city skyline, or explore downtown Chicago.

Secure the special room rate at the Fairmont Chicago of $249 per night. Contact the Fairmont at 866.540.4408.

Registration

Don't delay, register by Friday, August 19 at the full conference price of $1,899 to receive an Apple iPad 2 gift.

BY 8/19	BY 9/9	ONSITE
$1,899 (includes iPad 2 Gift)	$1,899	$2,299

Registration includes:

- All breakfasts and lunches
- Jazz Club Reception
- Evening at the Museum (pre-registration required)
- Entry to the Expo
- Author book signings
- All educational sessions
- Conference App
- Colleague Connections networking program
- CRC Tweet Up!

Register now at **http://crc.marketingresearch.org** or by calling 860.682.1000.

calendar of events

The Australian Market and Social Research Society will hold its annual national conference, themed "Curiouser & Curiouser," on **September 8-9** at the Hilton Hotel Sydney. For more information visit www.mrsa.com.au.

The American Marketing Association will hold its annual marketing research conference on **September 11-14** at the Hilton Bonnet Creek Resort in Orlando, Fla. For more information visit www.marketingpower.com.

The *2011 Ethnographic Praxis in Industry Conference* will be held on **September 18-20** at the St. Julien Hotel in Boulder, Colo. For more information visit www.epiconference.com/2011.

ESOMAR will hold its annual congress, themed "Impact - Research Reloaded," on **September 18-21** at Westergasfabriek in Amsterdam, the Netherlands. For more information visit www.esomar.org.

The Marketing Research Association, *Quirk's* and the *Market Research Executive Board* will host the Corporate Researchers Conference on **September 21-23** at the Fairmont Chicago, Millennium Park Hotel. For more information visit www.mra-net.org/crc.

IIR will hold its Future Trends conference on **October 4-6** at the Gansevoort Hotel in South Beach, Fla. For more information visit www.iirusa.com/futuretrends/home.xml.

IIR will hold its international shopper insights in action event on **October 12-14** at the Marriott Hotel in Prague, Czech Republic. For more information visit www.shopperinsightsintl.com.

Connecting Group will host a conference, themed "Market Research and Insights in Action," on **October 12-13** in Amsterdam, the Netherlands. For more information visit http://www.connecting-group.com/recursos/documents/mri11-programme.pdf.

The Qualitative Research Consultants Association will hold its annual conference on **October 12-14** at The Venetian in Las Vegas. For more information visit www.qrca.org.

The Asia Pacific Research Committee will hold its annual conference on **October 15** in Xi'an, China. For more information visit http://www.jmra-net.or.jp.

The Pharmaceutical Marketing Research Group will hold its annual meeting of The PMRG Institute on **October 16-18** at the Hyatt Regency Jersey City in Jersey City, N.J. For more information visit www.pmrg.org.

The Council of American Survey Research Organizations will hold its annual conference on **October 19-21** at The Breakers in Palm Beach, Fla. For more information visit www.casro.org.

The Life Insurance and Market Research Association will hold its annual conference on **October 23-25** at the Hilton New York. For more information visit www.limra.com.

ESOMAR will hold its 3D Digital Dimensions conference, themed "(Online + Social Media + Mobile) Research," on **October 26-28** at the Sunny Isles - Trump International Beach Resort in Miami. For more information visit www.esomar.org.

Geoscape will hold its annual multicultural marketing summit on **October 26-28** at the Epic Hotel in Miami. For more information visit www.geoscape.com/summit/asp.

Research & Results will hold its annual market research show on **October 26-27** at the M.O.C. Convention Center in Munich, Germany. For more information visit www.research-results.com.

IIR will hold its annual conference, "The Market Research Event 2011," on **November 7-9** at The Peabody Orlando in Orlando, Fla. Register with the code QUIRKSNEWS to save 20 percent. For more information visit www.iirusa.com/research/event-home.xml.

ESOMAR will hold its qualitative research conference, themed "Embrace, Inspire and Celebrate," on **November 13-15** at the Radisson Blu Palais Hotel in Vienna, Austria. For more information visit www.esomar.org.

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

index of advertisers

By Joseph Rydholm
Quirk's editor

This column does not exist

If things had gone as planned, you'd be about to read a recap of some interesting comments from former P&G CEO A.G. Lafley. Lafley was the featured speaker in a panel discussion at the Shopper Insights In Action conference in Chicago last month and he was entertaining and engaging. Though the timing was tight with the production of this issue of the magazine, I was excited to be able to bring you my report on his appearance.

But after I had sent my column to production, I was catching up on some e-mails and found two notes that I somehow missed from the conference organizers that were sent while I was attending the event. Both were issued late in the day before Lafley was due to speak. The first informed me that his appearance would be closed to all press and media and be completely off the record. The second, sent a few hours later, told me I wouldn't be granted access to his presentation.

Hmm…I could've sworn I was there. But I guess I wasn't.

Our production schedule didn't allow me time to send Lafley a copy of my proposed column to see if he was comfortable with my take on his comments - perhaps I can do that down the road and run the article in a later issue. And there wasn't time to get the full explanation from the conference organizers. So, out of respect for the dictates in the e-mails, I withheld my column.

Massive disconnect

I'm not here to assign blame to Lafley or the conference organizers.The event was otherwise stellar. But there a massive disconnect here.

I, as a member of the press, was not supposed to attend, yet I saw several tweets from audience members during and after Lafley's talk relaying his comments. In addition, each conference room at the event had a for-bloggers-only workspace table.

Prior to the start of the session involving Lafley, I heard no warnings from the dais forbidding audience members from tweeting or blogging about the proceedings. Why, pray tell, are the bloggers and tweeters still allowed to do their thing but I am not?

Since we're all supposedly citizen journalists these days, is that the next step? No blogging, no tweeting, no typing, no nothing? If so, what comes after that? "Please forget everything you are about to hear!"

Related to this incident, I'm always puzzled by presenters who speak in front of industry gatherings - the largest of which usually draw several hundred attendees - and then ask (or, in some cases chide, as one speaker in Chicago did) audience members to not record or take photos of any of the accompanying presentation materials.

My question is, if you're not comfortable talking about the research you've conducted, or if your company's legal department has severely cramped your style, why are you here? Why not just stay home and let someone else who has the freedom to say more command our attention?

As a member of the press, I'm not on the hook for conference fees. Still, as an advocate for our readers - the people who do have to pay to attend - I always try to take in the sessions from a consumer's standpoint. Did that researcher's talk live up to its billing? Was the title a misnomer? Did I learn anything valuable?

When I sit through a talk that was clearly vetted (to death) by a PR or legal department, I feel badly for the folks in the crowd, who've invested their time and their travel budget to be there.

To my mind, the best presentations aren't the ones packed with facts and figures – the type of information that lawyers and gatekeepers seem most concerned about keeping hidden. They're the ones where the speaker tells a good story, with a dash of candor, about how marketing research has added value to their organization.

After all, the willingness of its members to share with their colleagues is one of the many things I love about this industry. That sharing is basically the whole reason *Quirk's* was founded and what has allowed it to flourish for nearly 25 years. In my decades as editor here, I've always tried to use these pages as a vehicle for knowledge exchange. And I've been exceedingly fortunate that there are so many good researchers who also happen to be good writers to boot.

This energetic, collegial spirit, the very manifestation of the idea that a rising tide lifts all boats, is a quality that keeps this industry fascinating and vibrant and lays waste to the stereotype of researchers as meek, number-crunching drones.

Don't get me wrong – I completely understand that marketing research is about gathering proprietary information that could be used by competitors. I get the need for secrecy and discretion. (Though I would argue that, short of the formulas for Coke or Google's algorithms, there aren't too many trade secrets worth protecting like gold. There's not much new under the sun.) And I sympathize with well-meaning researchers who have a great story to tell, if only the folks in legal would let them.

But that ability to share, to pass along what worked and what didn't, how you finally got your company to sit up and take notice of your research findings, how you were able to crack that nut, get that product launched or elicit a round of ahas in the back room – that's the truly valuable information. And I hope the day doesn't come when the fear of legal departments or the threat of trial-by-Twitter wrought by our 24/7 media consumption puts a damper on our industry's willingness and ability to openly convene and communicate. | Q

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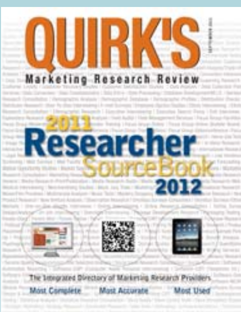
before you go...

online and offline

News about Quirk's and quirks.com

Stop by and say hi at the CRC!

Quirk's, along with the Marketing Research Association and the Market Research Executive Board, is sponsoring the Corporate Researchers Conference (CRC) on September 21-23 in Chicago. This is a great opportunity to meet many of our staff and celebrate our 25th anniversary so be sure to look for us there! Attendees who register by August 19 will receive a free iPad 2 upon arrival. For more information and to register visit http://crc.marketingresearch.org.



Quirk's Researcher SourceBook hits desks and devices next month!

Don't be alarmed next month when your Quirk's delivery is five times as thick! September brings the arrival of our annual Researcher SourceBook, the most comprehensive directory of marketing research companies around the world, listing over 7,000 locations – all searchable by name, geographic location, industry, specialties and more. The SourceBook is also available and searchable on Quirk's iPhone/iPad and Android apps and online at quirks.com/directory. We will return to our regularly-scheduled programming in October!

Wondering what you're worth?

Starting this month, the jobs section of quirks.com will include salary data for the most common research job titles. This information is derived from our 2011 salary survey (results published last month and online). We also plan to introduce other salary resources as well! Check it out at www.quirks.com/jobs.

cover-to-cover

Facts, figures and insights from this month's issue

A Facebook user who uses the site multiple times per day tends to score an additional five points higher in total support, emotional support and companionship than Internet users of similar demographic characteristics. *(page 8)*

Social media is a new tool; old measurements may not apply. That doesn't mean it's useless; it means new metrics must be used. *(page 26)*

When current researchers were asked to do DIY studies, they were concerned that they would have less time to do the things they were trained to do - to design surveys to meet clients' needs; to interpret survey findings to find the insight revealed; to communicate the insights with their client. *(page 56)*

Customers may have complex issues that are not easily categorized with traditional coding schemes. In this case, you may need multiple interdependent codes, but that can make it even more difficult for human analysts to be consistent. *(page 60)*

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To register, send an e-mail to contest@quirks.com with your complete contact information. Please include "National Panels Contest" in the subject line. Deadline to enter is August 31, 2011. The winner will be selected at random and announced in the October issue of *Quirk's*.

Congratulations to June's winner, Jenny Birkenmeier of Buntin Group, Nashville, Tenn. June's prize was an all-access pass to The Market Research Event.


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