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Neuro MR works for Bausch & Lomb

How to align innovation teams

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Using general-market and Spanish-language ads to build brands

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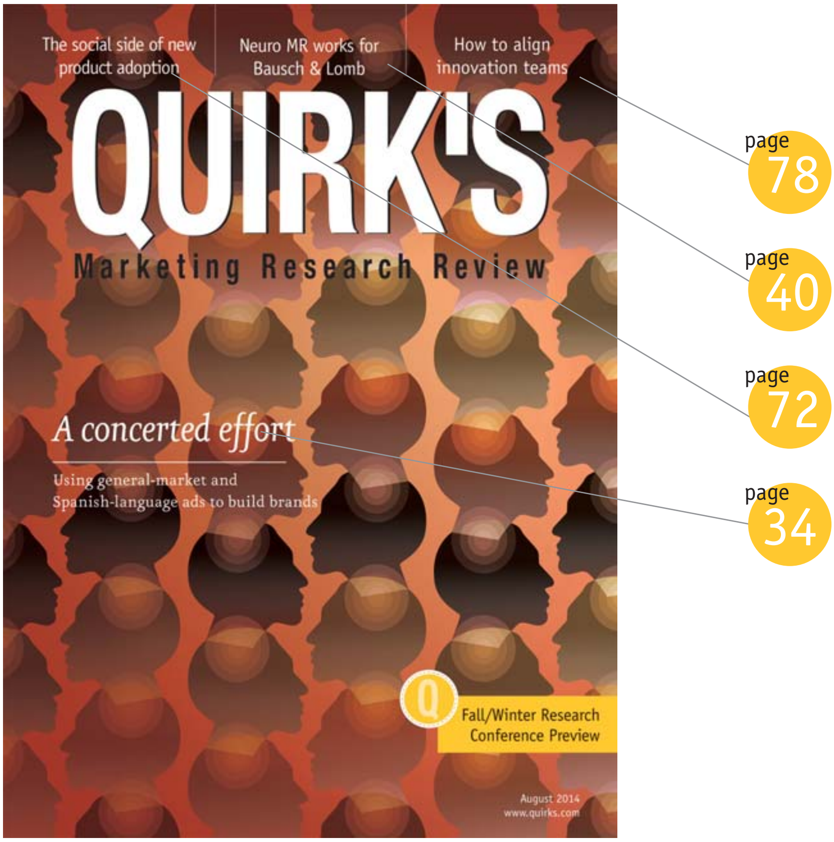
CONTENTS

Quirk's Marketing Research Review
August 2014 • Vol. XXVIII No. 8



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ON THE COVER

CASE STUDIES

TECHNIQUES

COLUMNS

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Quirk's Marketing Research Review: There's an app for that

While our readers still love receiving print editions of *Quirk's*, many are downloading the Quirk's magazine app, allowing them to enjoy reading on the go. The app not only lets you read the current edition online or downloaded to your mobile device but it also features the ability to: search and view previous editions; bookmark, save and view your favorite stories; and link to Web sites and content mentioned in our articles. And don't worry about missing a new story: The app notifies you when each new issue becomes available.

If you haven't tried the app in a while, give it another look! The latest edition of the Quirk's app provides readers with:

- dramatic speed improvements (startup, download time, page rendering);
- improved support for iPad Mini;
- improved interface look and feel; and
- stability enhancements and minor bug fixes.

The app is free and available for Andriod, iPhone, iPad or Kindle Fire! Just search for the Quirk's app on your device and start reading.

// E-newsworthy

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ResearchIndustryVoices.com

Q&A: Big data and its meaning for marketing researchers
researchindustryvoices.com/2014/07/09

Researchers, don't be afraid to change
researchindustryvoices.com/2014/06/02

Taking a leap into the future of surveys
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ResearchCareersBlog.com

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••• health care research

Docs say they're going digital

As U.S. health care providers reorient their practices to meet outcomes-based incentives, many are looking to patient-facing digital tools to help them meet those goals, according to data from New York-based Manhattan Research's Taking the Pulse U.S. 2014 study. More than a third of physicians said that they had been evaluated or rewarded based on metrics measuring cost of treatment, patient outcomes or referrals over the past year. At the same time, two in five physicians agreed that using digital technology to communicate with patients will improve patient outcomes and as many said that they have increased their use of digital tools to communicate with patients over the past year. (The study was fielded online among 3,066 U.S. practicing physicians in Q1 2014.)

Physicians are leveraging digital tools with patients: Forty-seven percent of physicians who are smartphone owners had shown patients images or videos on their devices and more than a third of physicians had recommended that patients use health apps in the past year.

Telemedicine and remote care use is small but growing: While video consults are still relatively rare, nearly one-quarter of physicians report that they or their teams have communicated with patients through a patient portal over the past year and more than one in five had done so using secure messaging platforms. More than one in five monitored patients remotely and those physicians monitored an average 22 patients per month.

quirks.com/articles/2014/20140801

••• shopper insights

No plans to ditch the dollar store

A study from VideoMining Corp., a State College, Pa., research firm, showed that roughly 90 percent of value/dollar store customers plan to continue shopping the channel even if their current economic situation improves.

This result, from the firm's Value/Dollar Shopper Insights program, reflects increased loyalty in the channel, once thought of as a clearinghouse for unsold products but steadily becoming a critical retail battleground for manufacturers, one with its own shopper base. The study also revealed greater frequency among shoppers, as 54 percent indicated that they increased shopping in the channel over the past year, twice that of the next-highest channel. These findings are from a survey, conducted by VideoMining late last year, of 2,500 nationwide value and dollar shoppers on all aspects of their shopping trips.

The study also found that 80 percent of all value/dollar store shoppers said they planned their trips in advance. Despite the destination status of the channel, shoppers remain open-minded, as more than half (51 percent) made their final brand buying decisions in the store.

By Joseph Rydholm, Quirk's Editor

Introducing: The Quirk's Event

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Joe Rydholm can be reached at joe@quirks.com

In my 26 years in the editor's chair here at Quirk's, as the landscapes of the industry I cover (marketing research) and the industry I work in (media) have undergone seismic shifts, I've been proud of our ability, with a small, dedicated staff and modest budgets, to keep pace with the change around us.

From our legacy product, Quirk's Marketing Research Review, we have branched out to add an information-packed Web site, a suite of apps and a host of other digital tools and vehicles for consuming our content.

Best of all, thanks to our valued advertisers and industry supporters, we've kept all of our resources free of charge.

We've accomplished these things by listening to and trying to anticipate the needs of our audiences – the client-side researchers and the research product and service suppliers who aim to work with them. And as we started to look at entering the conference and event realm, as so many other media outlets are doing these days, we were mindful of all the feedback we've heard while attending MR events ourselves.

Client-siders have told us they don't have the time or the budget to get to all the events they want to attend. Research suppliers who have advertised through Quirk's have told us we should mount an event ourselves, as a way of enhancing the already-strong levels of trust and engagement our readers have with the Quirk's brand in a more intimate, face-to-face setting.

Thus was born The Quirk's Event, to be held on February 23-24, 2015, at the New York Marriott at the Brooklyn Bridge. Visit https://quirks.wufoo.com/forms/preregistration-form for more information.

Our aim is to flip the traditional conference model – or at least tweak it a bit. At The Quirk's Event, the exhibit hall is the center of things, augmented by a slate of curated sessions in nearby presentation rooms. By moving away from the usual focus on keynote speakers and breakout sessions punctuated by breaks in the expo hall – an approach to programming that, while worthwhile, also entails high costs that have to be passed along to attendees and exhibitors – we aim to drive costs down for everyone.

The fees for research suppliers to exhibit, sponsor and speak will be in the bottom-third of all research events and, perhaps most importantly, the cost to the client-side attendee will be extremely low. By keeping rates low for exhibitors, our hope is that they will have budget left to augment their exhibit spaces in fun, engaging and innovative ways, to take the attendee experience beyond the typical trade show one.

Fostering attendee learning will be a top priority as we select and approve the speaker proposals. Our goal will be to mix case studies, presentations of research findings on key markets or demographics, sessions on best practices and product and service demos. (On that front, demos will always be clearly labeled as such, so there are no unpleasant surprises for attendees who come to hear one type of presentation and end up getting something else.)

No matter the ostensible topic, we will strive to have presenters deliver concrete takeaways.

Complements rather than competes

Look, we realize we are entering a crowded field. There are many conferences for research and insights professionals (we partner with most of them!) and they do a fine job of delivering interesting keynotes and timely topic tracks. Our aim is not to duplicate their efforts. Rather, our hope is that by leveraging some of the qualities that have helped Quirk's become such a respected name within the research industry – we are independent, ethical, responsive, friendly and long-standing proponents of marketing research – we can deliver an event like no other, one that complements rather than competes with other available offerings.

I hope to see you there.

quirks.com/articles/2014/20140802

IN FOCUS

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

Q // Survey Monitor

••• automotive research

The auto repair process needs an overhaul

Shop visits on par with the dentist

Most consumers (83 percent) continue to feel overcharged in the auto repair process and rank the experience of going to the repair shop/dealership to get their car repaired on a par with going to the dentist (with women preferring the dentist), according to a new consumer survey from AutoMD.com, an online automotive repair information site.

While women have a more negative view of the repair shop/service center experience than men do, across the board consumers say a more transparent process would improve the experience. Consumers say that not knowing what a repair should cost is the biggest challenge in the process and that they want real apples-to-apples repair job quotes. But, the survey shows, these consumers are empowering themselves digitally, by going online to research pricing and to look at consumer reviews before going to a repair shop.

The survey, which was conducted online among over 2,400 car owners from March 27-April 30, 2014, offers a snapshot of how car owners view the current repair shop experience. The survey included self-identified do-it-for-mes (46 percent) and do-it-yourselfers (54 percent), who shared consistent and similar views of the overall repair shop experience.

A whopping 83 percent of those surveyed say they have felt overcharged for vehicle service at the repair shop or dealership, a number that has remained stubbornly high over the past four years: in 2010, it was 88 percent and in 2012 it was 85 percent. Women dislike going to the repair shop more than going to the dentist, when asked to rank it against other experiences. Men ranked it just below going to the dentist.

Not surprisingly, over 44 percent of women have a negative view of the auto service center/repair shop experience, with only 12 percent viewing it positively. Overall, only 16 percent of all survey respondents had a positive view – but the silver lining for repair shops/service centers is that 40 percent overall had a neutral view, meaning perception change is possible.

Respondents ranked "not knowing what a job will cost" as the No. 1 challenge in the repair process.

Eighty-four percent said that a more transparent experience, i.e., "knowing exactly what I will be paying up front for the job I need done, before I go to the repair shop," would improve the process, vastly trumping speedier repairs (8 percent) and better customer service (6 percent).

Eighty-four percent overall reported that getting the same kind of apples-to-apples repair price quotes usually available for most goods online is either "important" or a "must have" in the auto repair process. And an even greater percentage, a combined 91 percent, said that knowing the specific part to be used in the repair – and its price – was either "important" or a "must have."

Ninety-eight percent ranked having a good mechanic as a "must have" or "important," followed by fair pricing (97 percent) and a convenient location (52 percent). Shuttle service ranked low in importance: 56 percent either don't care or say it is not important.

Almost two-thirds (65 percent) report that they have looked at reviews before going to a repair shop/service center, with women considerably more

quirks.com/articles/2014/20140803

likely to do so than men (73 percent versus 64 percent).

And over three-quarters have gone online to research what the price of a repair job should be, with men only slightly more likely to do so than women. Overwhelmingly, consumers say that Web sites offering actual quotes for an actual job from an actual repair shop are of far higher value than Web sites offering just a general repair price range.

Even though over half of those surveyed have over 100,000 miles on their primary vehicle, only 55 percent of those who normally go to a repair shop to get their vehicle serviced follow a maintenance schedule, with 45 percent only taking their vehicle in when something is really wrong.
www.automd.com

••• consumer research

Money to burn

Study sees spending upticks in several categories

Americans appear ready to move on from worrying about the recession and one thing seems clear: They need a vacation. The annual comparative audit report, American Lifestyles 2014, from Chicago researcher Mintel, suggests that renewed consumer spending is in line with pre-recession trends and consumer optimism is higher than it's been in years. In 2013, Mintel estimates that personal consumption expenditures on consumer goods reached $10 trillion for the first time. The outlook for 2014 continues the positive trend, with spending expected to increase further by 3.6 percent – more than three times the projected rate of inflation for the year.

In 2014, just one in 10 Americans say that they don't spend extra money – that they save it; a similar share say that they "never" have any extra money. These sentiments are in stark contrast with 2013 and 2008 survey results, when the share of savers was at least double. Meanwhile, all the saving and responsible spending appears to have paid off. The percentage of those who say they "never" have any extra money has declined since 2008 from 15 percent to 12 percent in 2014.

Mintel forecasts that total U.S. consumer expenditures will grow by 20 percent from 2013-2018 to reach $12,025 billion. In comparison, expenditures increased just 15 percent from 2008 to 2013 (with a 1.5 percent decline 2008-09). The categories that appear to poised to show the greatest gains over the next five years are many of the same ones that performed the strongest from 2012-13: nonessentials such as leisure and entertainment (+28.5 percent), vacations and tourism (+27.3 percent), technology and communications (+25.2 percent) and alcohol on-premises (+23.7 percent).

Over the course of one year, the share who say they spend extra money on vacations nearly doubled. This is the greatest gain for any one area of consumer spending and is a sign of improved finances – or at least optimism since, when money is tight vacations are often one of the first discretionary areas to be cut from the budget.

"One of the common themes noted across different sectors examined in the report is that optimism is a hallmark of youth," says Fiona O'Donnell, category manager, multicultural, lifestyles and leisure at Mintel. "Adults aged 18-24, in particular, are looking at the world around them and see all the possibilities ahead. Owing in part to social media and the ability to share instantaneously with others, young adults are placing a higher value on 'experiences' as opposed some of the more traditional purchases of their parents' generation. A desire for experiences over stuff, coupled with a record number of Baby Boomers reaching retirement – meaning that this relatively wealthy demographic has more free time on their hands – has seen expenditures on categories such as dining out, vacations, leisure and entertainment and alcohol outpace spending overall. This is a trend that is expected to continue over the next five years."

Along with a renewed optimism in the economy, Americans are also focused on self-improvement for 2014. Top goals for 2014 include increased family time (88 percent), a healthier diet (88 percent), exercising more (87 percent), getting household finances in order (84 percent), achieving a better work/life balance (82 percent) and taking care of personal appearance (81 percent). Perhaps not coincidentally, those who have seen their financial situations improve in the last year are more likely to report having more goals.

Breaking down some of the winning categories paints a full picture, and it's one of optimism and growth:

Vacations and tourism spending has outpaced total U.S. consumer expenditure growth and is estimated to have increased by 4.6 percent from 2012 to 2013, compared with a total growth of 3.4 percent. Over the next five years, steady growth is expected in the vacation and tourism segment, with total expenditures forecast to reach $282.4 billion by 2018 – a 27.3 percent increase over 2013 spending in comparison to the total spending growth prediction of 20 percent over the same time frame (2013-18).

Interestingly, when respondents' change in vacation spending in 2013 is compared to results from last year's survey, it appears that Americans are more likely to indulge. While previously, 41 percent of respondents indicated they were spending less on vacations than they had in the year before, this share has now declined dramatically to just 30 percent.

Leisure and entertainment is the star performer, with expenditures forecast to increase by 28.5 percent to reach $431.6 billion in 2018 – nearly $150 billion more than the total forecast for vacations and tourism.

More than half of respondents surveyed say they spent more or about the same amount on leisure and entertainment in 2013 compared with prior years. Similar to vacations and tourism, young adults – particularly men aged 18-34 – are most likely to say they are spending more on this category. In 2013, nearly half of the spending in this sector is attributed to membership dues for clubs and fees associated with sports centers, parks, theaters and museums.

Millennials' average spend per year on entertainment is about $716 dollars less than the average American's. Despite this difference, Millennials have increased their spending on leisure compared to prior years and plan to spend more in the coming two years. True to the moniker of "digital natives," Millennials spend half of their entertainment budget on audiovisual and video-gaming equipment and 57 percent of Millennials prefer to spend downtime in front of an electronic device. They are also more likely to experience this leisure time alone, especially the 18-24 age group.

As the relatively wealthy Baby Boomer generation moves on to its next life stage (retirement), this group will have more time to devote to leisure and entertainment. In 2014, the youngest of the Boomers turns 50. At 76 million strong, their shift from the workplace to the leisure space will positively impact the category.

Spending on **out-of-home alcohol** is estimated to have increased by 5.4 percent from 2012-13 (the strongest year-over-year growth of any other sector evaluated) reaching an estimated $92.7 billion in 2013. Steady growth is predicted, with the market forecast to reach $114.7 billion in 2018, an increase of 23.7 percent over the next five years.

Success in this sector may be at least partially attributed to operators' creative, innovative offerings and on-site experiences designed to boost traffic. According to Mintel Menu Insights, on-premise alcohol offered at restaurants has grown 59 percent over the past three years. Such areas of innovation include alcohol type used, ingredients, flavors, preparation, packaging, portions and menu claims.

Over the past year, nearly one in 10 said they increased spending on alcoholic drinks (out of home). Additionally, compared with 2013, more consumers have moved from saying they are "spending less" (26 percent) compared to years prior to "spending about the same" (34 percent). While the increase is only marginal, these numbers indicate that consumers aren't trading down or drinking at home as much and that people are craving products and experiences with a stamp of authenticity.

"Consumers are beginning to return

on-premise for alcohol consumption. While still price-sensitive, operators will need to create added value through innovative items and an experience that cannot easily be created at home. Operators are focusing on fresh flavors and local ingredients, as well as specialized alcohol types to spur interest and boost sales," says Bethany Wall, foodservice analyst at Mintel.

Many of the staple **consumer electronics products and services** have struggled to maintain their historically high growth levels. This is largely due to market saturation for electronic items such as televisions and the consolidation of functionality to multipurpose devices such as smartphones. Aside from smartphones (two out of three consumers own one) and tablets (four out of 10), the rate of increase in consumer spend on hardware and electronic equipment has slowed considerably and is also being impacted by consolidated functionality within mobile technology.

With more content going digital, consumer interest in streaming, video-on-demand and other Internet media will rise rapidly, with projected sales of streaming TV and movies doubling between 2013 and 2018. Furthermore, nearly half of consumers reported they watched some form of streaming video (purchase, rental or free) in 2013.

While the cable, satellite, television and radio segment saw a 7.5 percent uptick in sales in 2013, this may be driven largely by bundled services that include Internet. There is not much room for growth in the pay TV market and sales are forecast to slowly decline through 2018. In addition to traditional bundling options, service providers may be able to add value by offering unique bundles that include home security and automation features or cellular service at a discount.

"Many segments of technology and communications are at a turning point, given the prevalence of hardware in consumers' lives. While device manufacturers have historically focused on bigger and better devices, consumers and the supporting infrastructure will need time to catch up. A major emphasis for 2014 will be on the quality of the software and services that those devices provide access to rather than the hardware itself," says Bryant Harland, technology analyst at Mintel. www.mintel.com

••• social research

From this day forward

Harris Poll charts changing idea of marriage

How important is the institution of marriage in today's modern society? Pretty important, as seven in 10 U.S. adults (71 percent) say marriage is important to Americans in general, with over one-quarter (28 percent) saying it is very important, according to a Harris Poll of 2,266 adults surveyed online between February 12 and 17, 2014. When it comes to them personally, three-quarters of Americans say marriage is important, with half saying it is very important. And, while one might think that men and women have different answers on this, they are not as different as one might think: Just over half of women (54 percent) say marriage is very important to them personally and just under half of men (45 percent) say the same.

While marriage may still be important, the idea of marriage has changed over the decades. Almost three-quarters of Americans (72 percent) say, when compared to previous generations, the idea of marriage today is less important than it was; one in five (20 percent) say it is just as important and only 4 percent believe it is more important today. And this attitude is consistent across the generations. Seven in 10 of both Millennials (71 percent) and Gen Xers (71 percent), 72 percent of Baby Boomers and three-quarters (75 percent) of Matures all say the idea of marriage is less important today when compared to previous generations.

But, when asked to think back to the TV sitcoms from the 1950s and 1960s, with the father heading to work and providing for the family while the mother stayed home, took care of the kids and had dinner ready every night, seven in 10 Americans (69 percent) do not think this is how families should look today, while 31 percent believe it is. Here, however, there is a generational difference. Matures are divided, with 46 percent saying this is how families should look and 54 percent saying it is not. Three-quarters of Millennials (74 percent), on the other hand, say it is not how families should look, as do 72 percent of Gen Xers and 69 percent of Baby Boomers.

As women's rights changed across the centuries so did the dynamic of a marriage and four in five Americans (82 percent) agree that in a marriage, men and women are equal in every way, with half (51 percent) strongly agreeing. In fact, just 16 percent of Americans agree that to make a marriage work, one partner needs to be dominant.

But marriage may not be for everyone. In fact, two in five U.S. adults (39 percent) agree that marriage is not necessary. More than two in five men agree with this, compared to just over one-third of women (43 percent compared to 36 percent). And, setting the stage for the future of marriage, there is a generational divide. Just one in five Matures (19 percent) agree that marriage is not necessary, compared to over half of Millennials (54 percent).

In most marriages, at some point down the road (or occasionally before the vows are even taken) there is a child that causes the couple to become a family. And, while unfortunately not every marriage works, two-thirds of Americans (67 percent) agree that children need to be brought up in a family where the parents are married, with one-third strongly agreeing (34 percent) and one-third somewhat agreeing (33 percent). There is a large generational divide on this, as over four in five Matures (86 percent) agree compared to three in five Millennials (60 percent).

There is also the issue of staying at home with the children or not, and over half of U.S. adults (57 percent) agree that children should ideally be raised in a household with a stay-at-home parent, while 43 percent disagree with this notion. There is a greater agreement about one factor of the stay-at-home parent: Over four in five (83 percent) agree that in households with a stay-at-home parent, it is not important whether it is the mother or the father; 45 percent strongly agree.

For some, before marrying there may be cohabitation. Over half of Americans (57 percent) agree that couples should live together before getting married while 43 percent disagree. Again there are some generational gaps on this idea, as just one-third of Matures (32 percent) agree that couples should live together first, compared to about two-thirds of Gen Xers (65 percent) and Millennials (68 percent). There is also a gender gap, as two-thirds of men (65 percent) agree that couples should live together, compared to just half of women (50 percent).

And, marriage is not for only men and women, but also for same-sex couples – depending on who you ask. Americans are truly divided on this, as just over half (51 percent) do not believe that the term "marriage" should only apply to a man and a woman, while just under half (49 percent) agree that it should. Once again, the generations think differently, as two-thirds of Matures (68 percent) agree that the term should only apply to a man and a woman, compared to less than two in five Millennials (38 percent).
www.harrisinteractive.com

••• food/grocery research

Web grocery shoppers: We're less impulsive

Online = on-budget?

According to a recent consumer survey from London-based eDigitalResearch, online grocery shoppers tend to buy fewer impulse purchases online than in store, resulting in smaller basket sizes. The survey of 1,154 online grocery shoppers found that 29 percent of respondents feel that they make far fewer impulse purchases online than in store. In comparison, just 7 percent said that they purchase more additional impulse buys online than they do in a store, highlighting a significant potential threat for retailers and their bottom lines, especially as more and more consumers switch to online shopping.

"The growth of online has the ability to drastically hamper supermarkets, retailers and suppliers," says Derek Eccleston, commercial director at eDigital Research. "With more of us becoming all the more reliant on online and digital technologies, the online grocery market is only likely to grow. These results suggest that with this online growth, supermarkets are going to see overall spend shrink. They therefore need to be working closely with suppliers to understand this new breed of grocery shopper – they need to know how they shop and why, as well as what makes them buy what they do – in an effort to encourage online shoppers to spend more."

However, the results also suggest that online shoppers are more likely to switch amongst various brands compared to their in-store counterparts. Of those online grocery shoppers surveyed, just 10 percent said that they always stick to the same brands for particular items, suggesting that there is a huge opportunity to influence people's purchase decisions and disrupt their journeys online.

Perhaps unsurprisingly, price is one of the key drivers behind brand switches, suggesting that promotions and offers are the best way to disrupt online grocery shops and encourage impulse buys. However, loyalty-card promotions, search positions and product images all also have an effect on how people shop online.
www.edigitalresearch.com

••• mothers

Millennial moms creating new media patterns

The lure of all things digital

Evidence of Millennial moms' growing passion for digitally-delivered experiences was quite evident in the newest wave of LMX Family, New York researcher Ipsos' study of the media behaviors and attitudes of parents and kids. From time spent using apps and watching online videos with their children to number of SVOD subscriptions, Gen Y moms are increasingly turning to the Internet to find entertainment to share with their kids aged 6-12 years old.

While lifts were seen across the board in families' use of online entertainment, Millennial moms and their children aged 6-12 spent 18 percent more time consuming app content and 14 percent more time consuming online videos than moms of other generations. Additionally, subscriptions to SVOD services were significantly more popular in families of Millennial moms, indexing at 135 compared to Gen X/Boomer moms. "This is an important finding not only because it provides a moment-in-time snapshot of what is happening in families today but also because it establishes where and how young moms are teaching their children to seek out entertainment content, " says Donna Sabino, SVP and leader of the Ipsos Kids & Family Center of Excellence.

The allure of digital experiences also attracts Millennial moms while they are consuming traditional media with their kids. In fact, more than eight in 10 Millennial moms reported simultaneously going online while watching TV with their children – significantly more than moms of other generations. From visiting social networks to generating social TV conversations, across the board Millennial moms were more likely than other moms to TV-online multitask when consuming traditionally-delivered TV content with their children. "Moms are demonstrating concurrent consumption behaviors when watching TV with their children. This provides a salient model for kids' own media consumption patterns moving forward," says Sabino.
www.ipsos-na.com

••• customer experience

Chat works for some, not for others

Quick takes on customer interaction methods

CX Act Inc., a customer experience improvement firm, has released findings from its Customer Touchpoint Stress Test, a snapshot of the customer experience across multiple service channels – phone, e-mail, chat and social media – involving 50 prominent brands in various marketplace categories such as airlines, auto manufacturers, financial, consumer electronics, consumer packaged goods, retailers and supermarkets – all of which invest heavily in digital marketing. Social Lens Research conducted the study by recruiting a pool of existing customers to test responsiveness on day-to-day customer experience issues such as billing questions, product issues and general inquiries. Customers followed a testing script asking them to document their experience in detail.

Top study findings include:

-- Phone outperformed all channels on issue resolution at 86 percent yet only 58 percent were very satisfied with service.

-- Customer experiences were inconsistent and being a top performer on phone service did not translate to high satisfaction scores on chat (40 percent), e-mail (22 percent) or on Facebook (17 percent).

-- Only 20 of 50 brands tested offered chat; even when chat was offered, quality of service was rated low, with one in three testers failing to reach resolution. However, for those who were successful, time-to-resolution was fastest among all channels at nine minutes.

-- Only half of the tested companies offered e-mail as a customer service channel, with only one in four companies offering a Facebook channel for customer inquiries

-- Ease of use continues to be a surprising challenge for brands serving customers: only 52 percent said customer care information was easy to find on company Web sites and when they did find it, only one in four (24 percent) found it extremely helpful.

-- Of most concern to brands is the impact of customer engagement on the key ROI metric of "likelihood to buy." When customers had positive experiences, likelihood to purchase across channels ranged from 88 percent to 100 percent. But in negative experiences, likelihood to purchase plummeted.
www.cxact.com


We don't just serve up
data, we're cookin' up
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Product and Service Update

••• qualitative research

Qual Tracker combines qual with text analytics

Audience, KPI and Competitive

Denver research firm iModerate has launched Qual Tracker, a suite of longitudinal qualitative software programs which combines iModerate's cognitive framework with text analytics. The programs, titled Audience Tracker, KPI Tracker and Competitive Tracker, are designed to engage consumers so companies can track their changing interests and can be more proactive in identifying opportunities.

Audience Tracker lets clients go beyond market and behavioral data and establish consumer intimacy in order to stay on top of their audiences' changing desires, attitudes and behaviors. KPI Tracker helps understand the drivers behind key performance indicator movement and shed light on what to improve and what to replicate to proactively impact the numbers. Competitive Tracker is intended to help clients gauge consumers' perception of and relationship with their competition and attachment to their offerings, ensuring they know where they stand, how to react and how to move forward.

Each offering is available independently and revolves around a monthly minimum of professionally-moderated conversations, with approximately 80 percent of the discussion remaining consistent month over month and 20 percent open to address ad hoc client needs. Reporting is based on aggregate consumer feedback and advanced metrics such as conceptual relationship mapping and occurs at both monthly and quarterly intervals.
www.imoderate.com

quirks.com/articles/2014/20140804

••• research communities

Passenger FUELs engagement platform

Aids development of insight communities

Los Angeles research company Passenger has launched its FUEL (Fast User Engagement and Listening) Community Engine, a SaaS engagement platform designed to develop insight communities of customers, partners and employees and to allow communication online, on mobile devices and on social media networks. The software includes quantitative survey tools and qualitative feedback techniques. Some key features: flexible design; scalable size and segmentation capabilities; rapid setup enables short-term projects, small advisory boards, enterprise voice-of-customer programs and communities of all sizes (no limit on the number of members in a community); custom-branded mobile apps for Android and iOS; applications, including fully integrated Qualtrics survey tools and Tableau-based analytics dashboards, responsive design, sentiment analysis and brand intelligence tools; multilanguage translation abilities to address globalization requirements for any business and any language; document sharing and streaming and a new live chat module; and social media integration options, including social sharing.
www.thinkpassenger.com/quirks

••• new product research

GfK tool informs product, service launches

Measures behavior rather than intentions

Nuremberg, Germany, research company the GfK Group has launched GfK MarketBuilder, a management tool aimed at identifying the factors leading to the successful market launch of new products and services. MarketBuilder is designed to use actual consumer behavior in measuring innovation performance rather than stated inten-

tions. GfK MarketBuilder can provide a holistic understanding of the drivers of adoption, so that brands can proactively manage the areas that really matter and translate this understanding into informed decision-making by using scenario planning and relevant performance metrics to forecast sales. It aims to reorient the brand's innovation management to focus on behavior-centric KPIs, supporting a sustained improvement in innovation performance.
www.gfk.com/marketmaker

••• neuromarketing

Service calibrates consumers' reaction times

Weighs the impact of ads, brands

Paris research company Ipsos and NEUROHM, a Warsaw-based neuroscience specialist, have partnered to upgrade the Ipsos Implicit Reaction Time (IRT) system. IRT is designed to use calibrated reaction time to measure the strength of unconscious preferences and their impact on consumer behavior. The tools capture how consumers are unconsciously impacted by brands, ads, products, packages and concepts in contrast to what they overtly say in the conscious, more considered, explicit realm. The method is based upon algorithms that calibrate individual response speeds with the goal of eliminating biasing variables. IRT can function as a module embedded within more traditional surveys to provide an integrated perspective on both conscious and unconscious aspects of consumer response.
www.ipsos.com

••• advertising research

On Device service looks at impact of mobile ads

Uses control vs. exposed groups

On Device Research, London, has launched an advertising effectiveness measurement tool for mobile surveys. The tool is designed to provide measurements of awareness, consideration and purchase intent. It uses the unique mobile IDs of its panel of mobile respondents who are retargeted with campaign ads and later invited to participate in the brand metrics survey. Results of the control vs. exposed group are displayed in a Web-based dashboard.

Brand advertisers have been reluctant to move budgets to mobile as traditional cookie-based tracking makes it difficult to reliably measure the brand uplift of campaigns. On Device reports that a project with Sony and MediaCom confirmed the effect of brand advertising on mobile, showing a significant uplift in spontaneous awareness (23 percent point difference) and brand and purchase intent (19 percent point difference) between the exposed and control group.
www.ondeviceresearch.com

••• health care research

Tracking health data chatter on Twitter

What are the influencers saying?

WCG, a San Francisco social media company, and the Health Data Consortium (HDC), Washington, D.C., have created the Health Data Conversation Radar, designed to track health data conversations in Twitter postings among U.S. doctors, members of Congress and top U.S. health data media influencers. The Radar will display trending keywords, top influencers, conversation volume and a live Tweetstream. A demo version is available at www.hdcradar.com. The HDC is a collaboration of government, non-profit and private sector organizations aimed at improving the availability and use of health data. The debut of the Health Data Conversation Radar is the starting point for the HDC-WCG partnership, which will also deliver regular reporting on insights to HDC's members to help educate them and enhance their understanding of online conversations about health data and in turn promote more effective communication and sharing of open data across the health care spectrum.

••• text analytics

Partnership yields text analysis for SurveyMonkey

Free trial for DiscoverText users

SurveyMonkey, Palo Alto, Calif., has partnered with Amherst, Mass., software company Texifter to use Texifter's DiscoverText platform in managing large numbers of verbatim responses. The interface between the programs is designed to allow SurveyMonkey users to import their existing survey data and have access to online data feeds including key social media networks.

DiscoverText users will be able to log in to SurveyMonkey to import existing survey data. Researchers can use a 30-day free trial to use DiscoverText's tools on open-ended answers and on struc-

tured survey metadata. Texifter's "five pillars of text analytics" approach combines search, filtering, clustering, human-coding and machine-learning. Once registered on DiscoverText, newcomers have access to a range of online data feeds. Facebook, Tumblr, YouTube, WordPress, Disqus and Twitter data can be gathered, managed and analyzed in DiscoverText alongside SurveyMonkey responses, e-mail and other forms of text data.
http://textifer.com

••• customer loyalty

Qualtrics adds Bain-certified NPS function

Track and act on VOC feedback

Provo, Utah, software company Qualtrics has combined its survey technology platform with Bain and Company's customer loyalty expertise to create a Net Promoter Score (NPS) software tool. The Qualtrics Bain-certified NPS wizard helps organizations launch a functionally-accurate NPS survey, allowing them to track and act on voice-of-the-customer feedback. Additionally, built-in reporting allows organizations to view and contribute to industry benchmarks and to understand how their business compares to others within the industry.
www.qualtrics.com

••• predictive modelling

New simulation tool from Hall & Partners

Run experiments in virtual markets

London research company Hall & Partners has partnered with London technology firm Simudyne to launch a new predictive modelling and simulation tool called Avatar, aimed at helping businesses forecast the factors that will impact most on their brands' futures. The Avatar software is designed to create virtual people, with real-world data determining their behavior, and then safely run experiments in virtual markets. The virtual markets allow clients to repeatedly make scenario adjustments to determine the most effective ways to influence future behavior, drive sales and increase profitability. Avatar is also designed to serve as an early warning system, enabling actions to be taken sooner than would otherwise be possible. The open-architecture platform connects clients to real-world data sources and feeds into Hall & Partners proprietary Hub data integration platform.
www.hallandpartners.com/avatar

••• Briefly

■ ThinkNow Research, Burbank, Calif., has launched an online Spanish-language ad software platform which assesses 15- and 30-second television ads and is linked to a normative database. The software is designed to measure ad recall, purchase intent, commercial and brand attributes and other key measures of ad effectiveness.
www.thinknowresearch.com

■ Atlanta research company CMI has launched its yPrescribe software, designed to identify factors which influence a physician's prescribing loop by simulating real-world behavior using a patient profile generator.
www.cmiresearch.com

■ London advertising firm CScreens has launched an eye-tracking tool capable of measuring the number of people viewing a billboard, how long they look at it, their gender and approximate age.
www.cbrandslimited.com

■ Wilton, Conn., research firm Toluna is offering its TolunaMobile Diary app to its panel community clients. The app is designed to capture in-the-moment feedback from community members and to provide a flexible method of presenting questions and responses to users available for Apple and Android phones and tablets, with the options of presenting and uploading images, using a UPC barcode scanner and sending reminders to respondents to enter information.
www.toluna-group.com

■ Swift Research, Wetherby, U.K., and Amarach Research, Dublin, have joined to create a consumer panel of food lovers for research projects in Great Britain and Ireland. Each company will contribute its own industry specialists to the partnership project.
www.swift-research.co.uk/

■ Vision One Research, London, has added a U.K. benchmarking option to its StaffProbe employee satisfaction survey which will allow clients to compare their results with national norms.
www.visionone.co.uk

■ Hailey, Idaho, software company Marketron has established two resource databases, the Marketron Mobile and Interactive Idea Vaults. The databases include client case studies, marketing research, implementation best practices and metrics for media companies.
www.marketron.com

■ New York research company

OnePoint Global is offering Tellme, a free mobile survey app designed to provide researchers with access to mobile survey ideas from around the world and across research sectors. The app provides different questionnaire designs and formats for mobile surveys and can be downloaded at http://ap-pwebsite.onepointglobal.com.

■ Five focus group facilities have joined the Dialed In affiliate program of Beaverton, Ore., research company Dialsmith. These include Focus Plus, New York; PVR Research, Atlanta; Observation Baltimore, Baltimore; Fieldwork O'Hare, Chicago; and Viewpoint Europe, Hamburg and Frankfurt, Germany.
www.dialsmith.com

■ Mission Measurement, a Chicago consulting firm, has launched the Social Value Index. The Index includes the Social Value Score and the Social Value Scorecard and is aimed at identifying and quantifying consumer demand within an industry; rankings of industry competitors and the estimated revenue increase for improving its Social Value Score.
http://missionmeasurement.com

■ Usability Sciences, a research company in Irving, Texas, has launched Omni-Channel, designed to gather feedback on a brand from Web, mobile, social media, and brick-and-mortar sources.
www.usabilitysciences.com

■ Denver technology company GeoPoll has begun the first overnight television ratings service in several African countries, including Ghana, Kenya, Nigeria, Tanzania and Uganda. The service area will expand to additional countries in the coming months, including DR Congo, Tunisia, Zambia, Zimbabwe and Cameroon.
http://research.geopoll.com/

■ Cambridge, Mass., research company InCrowd has added a Peer2Peer feature to its on-demand platform, designed to allow physicians to ask open-ended questions of colleagues and receive confidential responses in a double-blinded manner.
www.incrowdnow.com

■ New York marketing firm Sizmek has released its Sizmek Attribution Suite, designed to provide cross-channel attribution analysis of digital marketing campaigns. The software is aimed at helping agencies collect and analyze the impact of each point of contact with consumers, identifying the most effective media.
www.sizmek.com

■ Demand Metric, an Ontario research company, has developed a Digital Marketing Maturity Model which is designed to assist organizations in assessing their digital marketing, determining where they are on the maturity continuum and finding options for improvement.
www.demandmetric.com

■ Boston retail company Mobee announced its new dashboard software, designed to use in-store data collected by its mobile app, which enlists mystery shopping volunteers to rate retailers and restaurants and post photos of stores, aisles and shelves. The dashboard measures store- and channel-level performance for new products rollouts, promotions and competitive intelligence and can issue alerts on urgent in-store issues.
www.getmobee.com

■ Quintiles, a Durham, N.C., pharmaceutical company, and Modern Marketing Concepts, a Binghamton, N.Y., marketing firm, have partnered to create a marketing analytics program which combines proprietary channel preference data with the Next Action Marketing platform. The program is designed to optimize the positioning and marketing of biopharma products by creating physician communication strategies which align with their preferences and behavior.
www.quintiles.com

■ Aha! Online Research, Detroit, has launched the next generation of its DIY online qualitative research platform, designed to include social and mobile-friendly features.
http://ahaonlineresearch.com

■ NewBrandAnalytics, a Washington, D.C., software company, has launched Pulse, a social listening platform aimed at extracting targeted insights from unstructured social media and survey data. The proprietary software is designed to enable researchers to gather individual comments, discover trends and react in real-time.
www.newbrandanalytics.com

■ St. Louis marketing company aisle411 has combined its indoor retail mapping software with Google's Project Tango. The new platform is designed to allow participants to search for products in a 3-D reality experience and find personalized coupons, offers and rewards.
http://aisle411.com

■ L&E Research, Raleigh, N.C., has expanded to Cincinnati by opening a new office and focus group facility at the former QFact location.
www.leresearch.com

■ New York nonprofit the Digital Advertising Alliance has developed an app version and a mobile-optimized version of its existing desktop choice tool, aimed at providing consumers control over targeted advertising on their mobile devices. Both versions are designed to allow users to opt out entirely from relevant ads or select the companies providing the ads.
www.aboutads.info

■ San Francisco research company CfMC has released version 8.7.1 of its Survox Dialer (formerly known as the CfMC Dialer or Celeus Dialer) and Survent multimode survey management platform.
www.cfmc.com/

■ The Nevada Commission on Tourism (NCOT) and London research firm TNS Global have partnered to develop a new ROI measure for destination marketing campaigns. The program is designed to evaluate all points of contact with potential visitors by placing tags on all NCOT digital media and running effectiveness diagnostics of all paid, free or owned media, such as the NCOT Web site and social media sites.
www.tnsglobal.com

■ New York health care consulting firm Kantar Health has launched PINNAKLE, a brand-marketing solution aimed at helping companies maximize the success of their brands by integrating data from many sources and by combining information, research and consulting expertise. PINNAKLE is designed to provide a scientific approach to launches, evidence-based measurement of results and forward-looking marketing.
www.kantarhealth.com

■ Pulsar, the social media division of London research company Cello, has launched FLOW, a platform designed to allow clients to manage all social media channels from one place and to coordinate large social media teams. Pulsar also launched TEAM, a social media analytics tool which is designed to enable clients to track and manage activity on their internal collaboration platforms.
www.cellogroup.com

■ Ipsos MediaCT, a division of Paris research company Ipsos, and the Readership Works, a marketing company in New South Wales, Australia, have added a new engagement metric, designed to demonstrate a reader's relationship with printed newspapers and magazines, to its emma (Enhanced Media Metrics Australia) readership survey.
www.ipsos.com/mediact

■ San Antonio, Texas, media firm Clear Channel Media and Entertainment has launched the Audience Delivery Optimizer, a proprietary radio targeting tool designed to match its listeners with political databases, providing predictions about which voter segment is listening to which station and at what time. It is aimed at enabling local and national political campaigns to target key voter segments using radio and will be available for the 2014 campaign cycle.
www.clearchannel.com

■ Santa Clara, Calif., software companies DropThought Inc. and Clover, San Francisco, have launched the DropThought app, which is integrated with the Clover point-of-sale system. The app is designed to allow customers to provide instant feedback either on the Clover signature screen or via e-mail, text or print receipts.
www.dropthought.com

■ Beta Research Corporation, Syosset, N.Y., has added PREDICT to its existing platform of online panel software. The software is designed to use online research panels of respondents to create one or more insight communities which can be global or local, targeted or broad, short-term or long-term, as needed.
www.nybeta.com

■ New York software company Pyne has launched its Pyne app, designed to provide a quick questionnaire which respondents can then share with social media contacts.
www.getpyne.com

■ Redwood City, Calif., marketing company YuMe Inc., has released an interactive Reach Calculator, which computes unduplicated advertising reach across TV, online, smartphone, tablet and connected TV. The Reach Calculator was designed during projects with New York researcher the Nielsen Company on multiscreen reach and brand impact.
www.yume.com

■ AppsFlyer, a New York software company, has launched AppsFlyer for Agencies, a mobile ad monitoring program designed for agencies and advertisers to measure and manage their mobile marketing.
www.appsflyer.com/

■ BestToolBars, the Alexandria, Va., Internet company, has launched a Heatmap feature designed to provide online market researchers with information on the behavior of their Web site visitors. The Heatmap tool pinpoints hot spots, analyzes which elements of the page attract the most attention and allows marketers to track mouse moves, clicks and scrolling.
www.besttoolbars.net

■ Dallas software company Satisware has launched Helprace, designed to be a new community for businesses to create hubs for support, marketing, promotion and gathering of user feedback.
www.satisware.com


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Marketing Systems Group

Fall/Winter Research Conference Preview

This list, by no means exhaustive, provides a view into some of the marketing research-related conference coming up in the next several months. The events we have selected are produced by marketing research associations; are held in different regions around the world; are events that we have attended; and/or generally pertain to a broad area of interests.

We assembled the listings shown here by contacting the respective event organizers and also from event Web sites. The "n/a" designator indicates instances where events did not have details finalized at press time.

In some cases we have arranged discounts for Quirk's readers who use the provided promo code. Visit our online calendar and each organization's Web site to see more of their offerings.

In this addition of the research conference preview we are excited to highlight The Quirk's Event. For almost 30 years Quirk's Media has been dedicated to promoting the understanding, use and value of marketing research and customer insights across all industries. The Quirk's Event is not just a marketing research conference, but an insights experience for everyone regardless of budget or level of expertise. We hope you join us for this inclusive industry event!

For a complete searchable and downloadable list of more than 200 events and Webinars, visit our online events calendar at www.quirks.com/events/index.aspx.

Event	Dates	Location
ESOMAR Annual Congress Nice Acropolis Convention Center http://www.esomar.org/events-and-awards/events/global-and-regional/congress-2014-new/congress-2014_overview.php	Sept. 7-10	Nice, France
The Corporate Researchers Conference The Hyatt Regency McCormick Place http://crc.marketingresearch.org/	Sept. 17-19	Chicago
Neuromarketing Theory and Practice Conference Madrid City Center http://neuromarketingtheorypractice.com/madrid	Sept. 23-24	Madrid
Market Research in the Mobile World Europe (MRMW) Ramada Hotel Berlin-Alexanderplatz http://www.mrmw.net/	Sept. 23-26	Berlin
CASRO Annual Conference Four Seasons Denver http://www.casro.org/?page=AC14	Sept. 28-Oct. 2	Denver
The North American Consumer Insights Event The Ritz Carlton http://www.iirusa.com/consumerinsights/home.xml	Sept. 29-Oct. 1	Toronto
AMA's 2014 Annual Conference Sheraton New Orleans https://www.ama.org/events-training/Conferences/Pages/American-Marketing-Association%27s-2014-Annual-Marketing-Conference.aspx	Sept. 30-Oct. 2	New Orleans
QRCA Annual The Hilton New Orleans Riverside http://www.qrca.org/event/2014registration	Oct. 15-17	New Orleans
The PMRG Institute The Hyatt Regency http://www.pmrg.org/EventsWebinars/ThePMRGInstitute2014/tabid/824/Default.aspx	Oct. 19-21	New Brunswick, N.J.
IIR - TMRE 2014 Boca Raton Resort and Club http://www.iirusa.com/research/event-home.xml	Oct. 20-22	Boca Raton, Fla.
Research and Results Expo The MOC Convention Center www.research-results.com	Oct. 22-23	Munich
Data Marketing 2014 The Eaton Chelsea Hotel http://www.datamarketing.ca	Dec. 10-11	Toronto
The Quirk's Event Marriott, Brooklyn, NY	Feb. 23-24	Brooklyn, N.Y.

Short Description	Selected Tracks/Topics/ Keynotes	Est. Number of Attendees	Twitter Hashtags/ Handles	Savings
The ESOMAR Annual Congress 2014 is themed "What Inspires," offering interactive discussions, speaker sessions and workshops for a combination of agency and client-side researchers from around the world.	Social Media, Internet as Data Source, Segmentation Studies, Consumer Research, Cultural Anchoring; Didier Truchot, Founder, Chairman and CEO, Ipsos, France	1,000	#esoCONG #ESOMAR	Standard rate deadline: Aug. 15
This three-day conference addresses important use of technology, design and storytelling to make marketing research insights more digestible and accessible.	Data-Driven Marketing, Big Data and Privacy, Internal Collaboration, Behavioral Economics	600	#CRC2014	n/a
This two-day conference focuses on understanding and applying neuromarketing in business, offering a full-day master class, keynote speakers and expert sessions. The spoken language is Spanish.	"Introduction to Neuromarketing," class led by Steve Genco, author of Neuromarketing for Dummies	5,000	#NTPCONF	QRNTPMadrid50 (save 50 euros)
Building on a series focused on online and mobile marketing research, this conference will allow attendees to experience the latest technology and leading techniques in mobile marketing research integration.	Mobile Research; Technology Innovations: Wearable Computing and Neuroscience in MR	250	#MRMW	QUKS15 (save 15%)
The 2014 CASRO Annual Conference will provide an opportunity for senior executives from companies large and small to discuss key industry and business management issues. Presentations center on critical industry issues impacting firms engaged in the business intelligence industry.	Economic and Industry MR issues; Data Privacy; Grooming New Leaders; Keynote by Shankar Vedantam, science correspondent, National Public Radio and author, The Hidden Brain	285	#CASRO	QRX (non-members save 20%)
The North American Consumer Insights Event looks to the intersection of insights and innovation in market research, focusing on Canada's changing cultural environment.	Consumer Insights, Millennial Shoppers, Big Data; Full-Day Workshop: The Neuropsychology of Creativity and Design Thinking	200	#NACI12	NACI14 QUIRKS
The AMA 2014 Annual Conference explores the latest innovations, emerging trends and insightful observations during three days of speaker sessions and networking opportunities.	Keynote by Deb Berman, SVP Marketing at JCPenney; Organic Growth; The Strategic Imperative; The Future of Brand-Building	400	#AMAannual	Register before Sept. 2 to receive early registration pricing
Connect with QRCA members from around the world during this three-day conference. Join industry experts for topic immersion and educational sessions held throughout the event.	Grow Your Business, Product Naming, The New Qualitative Research, Neuromarketing and Cognitive Science,	300-350	#QRCA2014	25% discount on conference registration for all first-time new members
This year's annual meeting of The Pharmaceutical Marketing Research Group is themed, "Healthcare Marketing Research - a 360 Degree View."	Health Care; Keynote by David B. Nash, M.D., Founding Dean of Jefferson School of Population Health, Author	280	#PMRGINST2014	First-time attendees receive a discounted rate
TMRE 2014 is for executives from Fortune 1000 companies as well as leaders from smaller start-ups and non-profits across market research looking to focus on the business value of insights.	Big Data; Business-to-Business Insights; Insight Strategy, New Technologies; Empower Millennials: Keynote by Danah Boyd, Researcher, Social Media and Youth Culture Expert	1,300	#TMRE14	TMRE14QUIRKS (save 20%)
Research Results 2014 market research expo will feature a trade show with networking events and workshops on mobile research, social media monitoring, big data and more.	Mobile Research, Social Media Monitoring, Big Data, Research Communities, Customer Satisfaction, B2B Research	3,000	#RR14	n/a
A gathering of marketing professionals looking to make sense of data and develop a competitive advantage in the ever-growing market.	Analytics, Informational Technology, Data-Driven Media, Data Marketing	600	#DataMarketing	Register before Oct. 3 and get $200 off regular price
Centered around an exhibit hall, The Quirk's Event looks to deliver a low-cost, inclusive event that will act as a single gathering point for the entire research community. This two-day experience will bring the content that more than 50,000 subscribers rely on in Quirk's magazine, Web site and e-newsletter into a live and interactive setting.	Case Studies, Best Practice Workshops, Research Reports, Solution Demonstrations	750	@QuirksMR	Register by Oct. 31 to receive the lowest price

Conjoint goes mobile

| By Gerard Loosschilder

snapshot

SKIM's Gerard Loosschilder explores how conjoint and its many positive attributes can be successfully moved to the mobile environment.

quirks.com/articles/2014/20140805

Choice-based conjoint analysis is a member of the family of choice modeling approaches. In choice-based conjoint analysis (CBC), a product is dissected into its constituents or attributes – such as brand, price, features and specifications – each with their specific versions or "levels." By systematically varying the attribute levels across profiles – a profile is a product description with a specific set of attribute levels to be tested – and repeatedly asking consumers to make choices among profiles, one can study consumer trade-offs and attribute sensitivities. This helps to identify optimal product configurations at price points.

Conjoint exercises can be tedious, with many choice tasks and many options per task. The tediousness is a function of the number of attributes and levels, along with other requirements in the research design. This was a manageable issue when respondents were sitting at their computers. However, in a mobile world, surveys compete with more exciting activities that one can do on a mobile device. Further, consumers have more demands on their time and attention, reducing their interest in completing time-consuming conjoint tasks. This resistance may negatively impact response rates and data quality.

The resistance to tedious or complex tasks on mobile devices is a significant challenge for researchers. One remedy is to simplify the number of choice tasks and the number of options per task. Today, the common number of choice tasks is 10-16, with five product profiles per task to choose from – in other words, a 16-by-five research design. To accommodate mobile users, we have been able to reduce this to a three-by-three research design in simple studies: three choice tasks with three product profiles to choose from (Figure 1).

The three-by-three research design is consistent with a trend toward making mobile surveys modular, spreading questions across respondents and allowing for sample-level analysis by pooling data across respondents. "Simple studies" means a limited number of attributes and levels, no alternative-specific research designs and no prohibitions. Because the information collected from every respondent is limited, we recommend taking additional precautions, such as:

Increase the sample size. Early results of

Figure 1: Example of mobile conjoint analysis study

Three choice tasks with three product options each

research on sample sizes needed to obtain valid results if the number of data points collected per respondent is low (as would be the case with these simplified designs for mobile users) show that we should increase the sample size by a factor of up to 10 to deliver stable results.

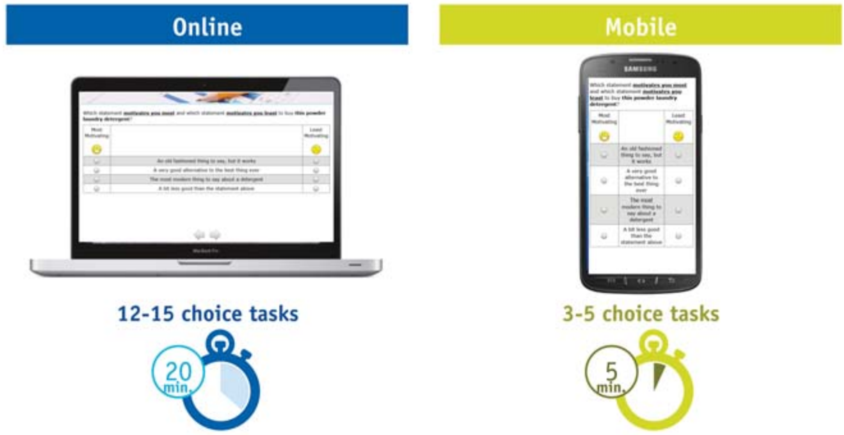
Use prior information. Traditionally, one only looks at the orthogonality and efficiency of a research design. However, if one collects fewer data per respondent, one has to be more cautious to use all information one can get, also basing the research design on prior information, e.g., market shares of existing brands and products and preference ladders known beforehand.

Information overload on small screens

Screen real estate is an important challenge for mobile surveys because of the potential for information overload on small screens. Information presented should be as focused on the task at hand as possible, balancing between product profiles, questions and answers and survey progress information. We suggest using HTML5-based interaction designs that render effectively in common browsers such as iOS and Android. In addition, we recommend applying these formats across desktops and laptops as well as tablets and smartphones.

One way to address information overload is to reduce attribute-level descriptions to a minimum, ideally to a single word or an iconized visual. However, this simplification should be done carefully as it may result in unacceptable task simplification, limiting the ability to represent actual market situations. One suggestion for how to reduce the likelihood of problems is to conduct an interaction design exercise; having text say or a visual show what it is supposed to convey – nothing more – and what to put on a main screen and what to push to a deeper link. Another tool is to use virtual shelves as the vehicle for choice tasks; keeping exercises and attribute-level information as close as possible to the way it would be in a store.

Figure 2: Mobile max-diff



Mobile max-diff

Mobile is an excellent platform to run a popular research method like maximum difference scaling (max-diff). Max-diff is a very powerful yet easy to administer method to rank order items such as claims and benefit statements or anything that can be compressed to a single item or sentence. Combining max-diff and mobile helps us to kill two birds with one stone.

First, max-diff can be very beneficial to emerging markets in Asia and Africa. That's because it is insensitive to respondent rating scale usage, which helps us to produce actionable results regardless of cultural biases. Second, mobile helps by moving away from tedious methods such as CAPI in central-location testing and door-to-door surveys. Those emerging markets may even skip the step of traditional online panels and surveys administered on home computers as we see them in established markets in North America and Europe, shifting directly to mobile.

Hence, combining mobile and max-diff could mark a paradigm shift. In studying the ability of mobile max-diff to generate the same results as max-diff using CAPI and CLT, the results are promising and they can be produced in a quarter of the fieldwork time or shorter. Even if one cuts back the number of max-diff choice tasks from 15 in the traditional study to four or five in the mobile version (Figure 2), results, conclusions and recommendations are the same – as long as there is a sufficient increase of the sample size.

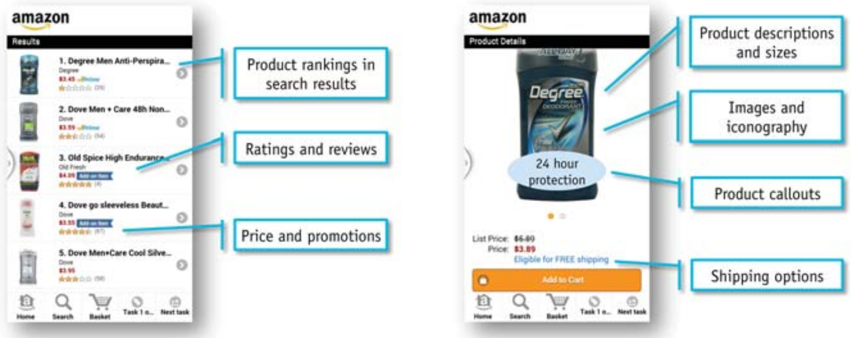
One (temporary) caveat is the immaturity of mobile samples. If results are different between traditional online and mobile, the differences can partly be traced back to differences in the sample composition. One sees in both established and emerging markets that "traditional" and "mobile" attract very different "random" samples in spite of the same screening criteria. Mobile versions usually attract a younger, more affluent and higher-educated sample. This may change over time with smartphone penetration but for now it presents a problem. One could determine to set soft quotas or weight the results of the mobile version to better represent a traditional sample. However there is a reluctance to do so, because one could argue that both fieldwork methods attract a different section of the population, both misrepresenting it to an unknown extent.

Context-specific research

Mobile conjoint can deliver new benefits not possible before mobile users became ubiquitous. For example, study lead times may become shorter because consumers use their phones everywhere and all the time, so they can take surveys more easily. Also, one can make surveys context- and location-specific by only asking questions of those to whom it is relevant, e.g., those who just passed an aisle, are in front a shelf, just passed an outdoor poster or were exposed to a promotion. Of course, respondents have to give permission to use loca-

Figure 3: Conjoint choice task designed as an Android-based mobile Amazon app (1/2)

Figure 3: Conjoint choice task designed as an Android-based mobile Amazon app (2/2)



tion data. The goal is to assess the effect of context variations on the choices consumers make. For example, we may use conjoint analysis to study the effect of a sales conversation on the likelihood of brand churn or the impact of aisle end caps on brand perception.

Another area of great opportunity involves the use of mobile research to replicate mobile retail environments. If one is using max-diff or conjoint to test elements like claims and benefit statements, they can now be tested in the context of an online retail store. It can deliver fresh insights into online shopping behavior.

For example, as shown in the two parts of Figure 3, a pilot application was recently designed to replicate an Amazon Web store as part of a choice-based conjoint study. Several elements were turned into attributes and levels. Some elements were in the control of the personal care brand (e.g., product and package designs), some were in the control of the e-tailer (e.g., pricing, callouts, shipping options, position in the list) and some were in the control of neither (e.g., consumer ratings). For example, the results can help the brand understand how to compensate for a negative rating or what priority to negotiate for in the order on the site. Task designs like this allow researchers to directly connect with the relevant target group, inspiring them to behave the same way in the survey as they would on the original e-tailer site.

Mobile conjoint analysis is already being used to do simpler studies. Mobile simply opens up new opportunities for context- and location-specific research and replicating mobile shopping behavior. Future research needs to show how we can extend mobile conjoint to address more complex study objectives.

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hispanic research

A concerted effort

Building your brand with Hispanics the blended, bicultural way

By Jeri Smith

snapshot

The author draws from a study of retailers' holiday ad campaigns to offer advice on how to maximize the impact of Spanish-language and general-market advertising aimed at Hispanic consumers.

quirks.com/articles/2014/20140806

As recently as a few years ago, marketers who identified the Hispanic market as an important target for their products typically hired an ad agency that specialized in Hispanic advertising and allocated some funds to their efforts. The research department was tasked with doing some basic attitude-and-usage research to determine what the best message would be and the agency would develop Spanish-language ads and place them in Spanish-language media outlets. Or, if budgets were tight, the English-language ads would simply be translated into Spanish and placed into the Spanish-language media outlets.

Even more recently, the total-market approach has become all the rage. Many marketers decided that Latino actors and cultural references could be included as part of the larger cultural mix within their brands' main ad campaigns. This had the added benefit of simplifying the overall marketing plan and sometimes resulted in the Hispanic ad agencies being shifted from campaign creators to a lesser role as consultants on Latino sensibilities.

As my research-based advertising consultancy, Communicus, has analyzed the in-market effectiveness of advertising among Hispanics over the course of the past several years, it has become clear to me that building your brand among – and selling to – Hispanics of all acculturation levels requires more of a blended approach. In examining the performance of advertising of all types – Spanish-language-specific campaigns, translated campaigns, total-market campaigns and even the impact among Latinos of general-market/non-Latino-targeted campaigns – we've identified key best practices for marketing to Hispanics.

Three major cross-campaign, cross-category patterns have emerged from our Hispanic advertising research:

1. General-market-targeted campaigns typically achieve strong engagement among most sectors within the Hispanic community. These same

campaigns can also be quite successful in affecting Hispanic consumers' attitudes and behaviors.

2. But, targeted Spanish-language advertising does have an important role to play. It often: produces incremental awareness of the advertising, beyond what the general-market campaign has achieved; engages less-acculturated Hispanics, who are lighter consumers of English-language media; strengthens the persuasive power of the campaign; and builds brand connections and affinity (e.g., the sense that "This is a brand for 'people like me'").
3. The digital advertising and social media environments are enormous opportunity areas for Latino targeting – if tackled with the right strategies.

Study of holiday advertising

A recent study, in which we measured the effectiveness of 2013 holiday advertising campaigns for five retailers, illustrates these key takeaways. In this research, we surveyed the same 838 female adult consumers before and after the holidays, assessing the extent to which they engaged with, and were persuaded by, the TV and online holiday campaigns for each brand. The sample included 309 Latina shoppers, with the full range of acculturation levels represented, and 529 non-Latina shoppers.

In the follow-up survey, the advertising evaluation system that we use calls for a determination of each respondent's prior engagement with a range of specific ads run by all five advertisers. To accurately determine awareness, and to eliminate false claiming, we use a limited recognition cue to trigger the ad memory, followed by a "certification" procedure in which the respondent is required to answer a series of questions that prove that they have actually seen that particular ad in-market. This procedure ensures that respondents who are trying to be "helpful" (a common issue in surveying Hispanic targets) do not appear to have seen an ad that they really haven't. Our longitudinal design, in which we isolate ad impact via indirect means – comparing changes in brand metrics that occur over time (among those whom we know have seen ads) to changes in brand metrics that occur during the same time period (among those who haven't seen those ads) – also ensures an accurate read of impact. With Hispanic (and other) samples, we know that the persuasive power of advertising is likely to be overstated with more direct questioning, e.g., "Did this commercial make you more likely to consider buying this brand?"

The 2013 Holiday Advertising Effectiveness study included advertising campaigns for five retail chains, each of which used different approaches to engage and persuade Hispanics.

- JCPenney's campaign, "Jingle More Bells," involved choirs singing about savings and deals to the tunes of holiday classics. The choirs for the general-market campaign were multicultural, representing a total-market approach, and one spot in the general-market campaign was set to the tune of "*Feliz Navidad*." The brand also had Latino-specific Spanish-language spots that were produced under the same campaign theme.
- Target's campaign could also be classified as total-market, with Hispanics appearing in its general-market spots, and this brand also ran Spanish-language executions within the same campaign theme and format.
- Macy's campaign, "What's in Store," was only slightly inclusive, with some appearances by acculturated Hispanics in the general-market executions – all of which involved in-store scenarios of salespeople interacting with customers. No specific Spanish-language or Hispanic-targeted equity-building TV spots were involved.
- Kohl's ran a series of individual general-market executions but did not have a campaign theme, nor were any Spanish-language or Hispanic-targeted TV spots involved.
- The campaign for Sears, "A Better Way to Save," was comprised of stories involving the fictional Denskie family trying to save money in crazy ways. One Spanish-language execution was run within the overall campaign series.

The campaigns achieved varying degrees of success, based both on their implementation of different strategic approaches and the strength of the creative itself. The overall performance patterns were consistent with what we've seen with other Hispanic-targeted campaigns across

Figure 1: Branded TV Campaign Awareness – English-Language Campaigns

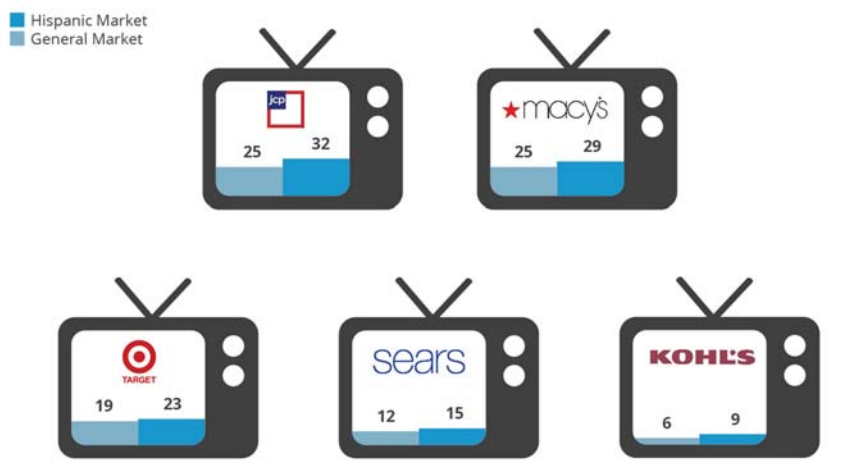
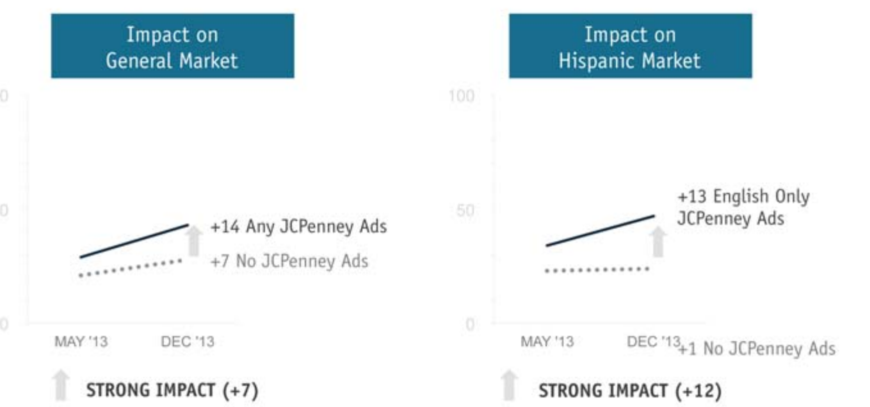


Figure 2: JCPenney English-Language Campaign Impact on Past-Month Shopping



categories and are useful in highlighting overall Hispanic advertising research findings:

1. General-market targeted campaigns typically achieve strong engagement and persuasion among Hispanics. As shown in Figure 1, all five of the retail TV campaigns measured in the holiday advertising effectiveness study achieved higher branded awareness among Hispanic consumers than among the broader general-market population. This pattern is borne out by our norms, which show that the average general-market-targeted campaign achieves slightly (3 percent) higher awareness among Hispanics than among targeted non-Hispanics.

Results of this study also highlight the extent to which general-market campaigns can persuade Hispanics. Figure 2 shows the impact of the JCPenney campaign on reported holiday season shopping behavior. Looking at just the English-language TV (that is, excluding the influence of the Spanish-language, Latino-targeted spots), this campaign produced a seven-point lift in reported purchasing among general-market consumers but an 11-point lift among Hispanics.

In fact, other research suggests that many Hispanics, particularly those who are within the bicultural group, are relatively heavier consumers of, and more attentive to, English-language media than are other consumers. While marketers tend to think of acculturation groups as more or less static – this person is unacculturated, that one is bicultural – acculturation is actually quite fluid. While some individuals never acculturate, whether through choice and surroundings or other circumstances, many Latinos – by nature of both desire and exposure – do, over time, move up along the acculturation spectrum. The consumption of general-market media plays an important role in this process, and Hispanics who are learning about American culture and American brands pay attention to, and learn from, the media they consume.

2. Targeted Spanish-language advertising also plays an important role. From an advertising awareness standpoint, the role played by Hispanic-targeted advertising is typically to build incrementally over the engagement that Hispanics will have already had with a brand's general-market campaign. In most advertising effectiveness studies that we've done, across a wide range of product categories, general-market-targeted campaigns actually achieve higher awareness among Hispanics than do the specific Hispanic-targeted efforts. This is true even for Hispanic-targeted campaigns with very high levels of media investment.

Further, adding a Hispanic-targeted creative component will nearly always boost overall campaign awareness levels, because some number of Hispanics who have missed the general-market campaign will be exposed to and engage with the Hispanic-targeted ads. In our holiday advertising effectiveness study, Hispanic-specific TV for JCPenney built campaign awareness by an additional nine percentage points over what was achieved by the general-market-targeted campaign, building campaign awareness to 41 percent versus 32 percent for the general-market campaign – a 28 percent gain.

Not surprisingly, Hispanic-targeted advertising adds the greatest incremental awareness among less-acculturated Hispanics, who are less likely to have engaged with the brand's general-market campaign, largely on the basis of their relatively lighter involvement – versus more-acculturated Hispanics – with English-language media. As such, Hispanic-targeted ads are particularly necessary for advertisers for whom reaching and persuading large portions of the less-acculturated Hispanic segment is crucial.

In contrast, Hispanic-targeted ads tend to add little incremental awareness to that achieved by a brand's

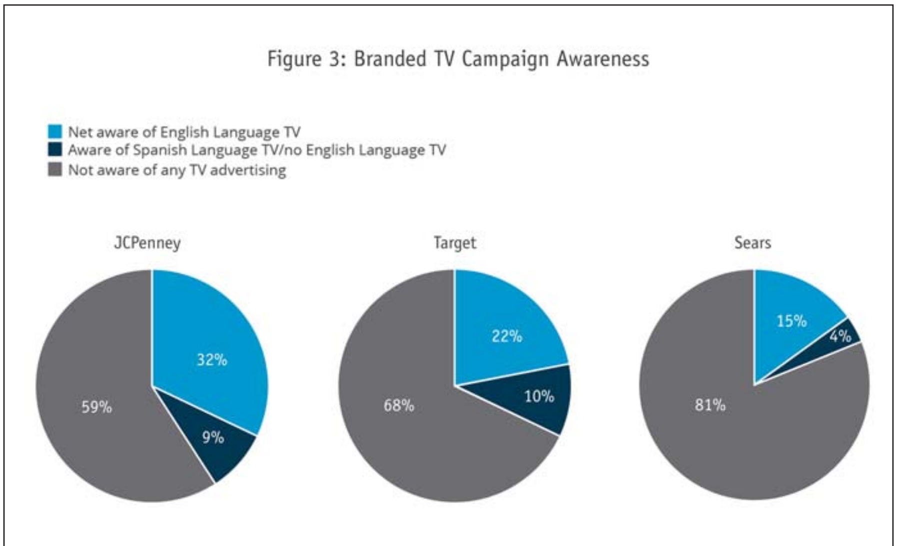


Figure 3: Branded TV Campaign Awareness

general-market campaign among more-acculturated individuals within the overall Hispanic population. Rather, for this group the Hispanic-targeted ads tend to add to campaign intensity – that is, the total number of different campaign executions seen by an individual with the target.

We know from years of empirical data that the more different ads that an individual engages with during a campaign period, the stronger the persuasive effectiveness of a campaign. In fact, once minimal awareness levels are achieved, seeing more ad executions has a much greater persuasive power than seeing the same ad executions multiple times.

This principle comes into play when examining the value of adding Hispanic-targeted ads to the overall campaign mix. Because Hispanics often see both the general-market-targeted campaign and the Hispanic-targeted campaign, the average number of ad executions seen by any one individual consumer is higher than if the general-market-targeted campaign were standing on its own.

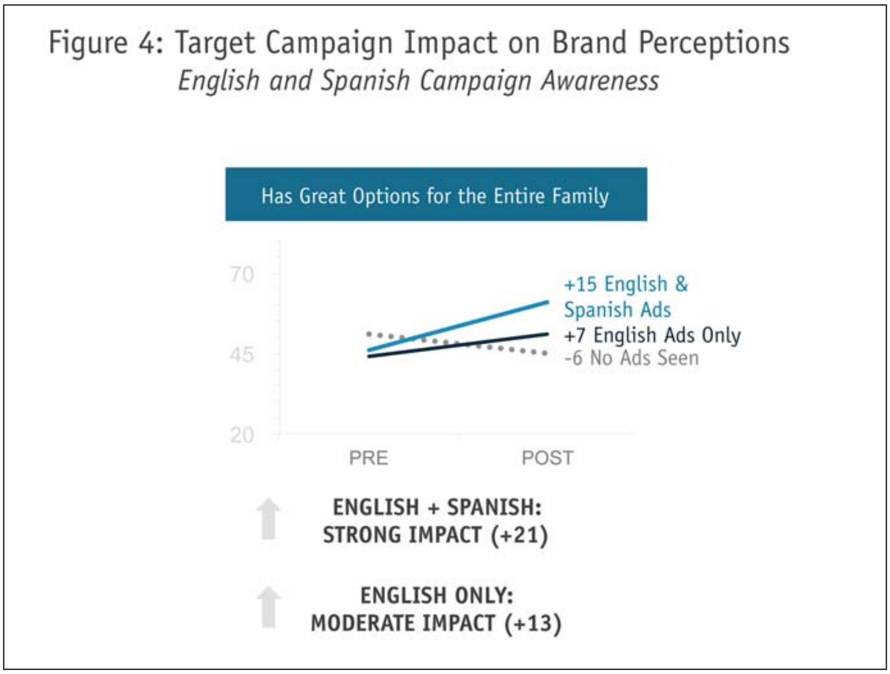
In our holiday retail study, the average Hispanic consumer who saw general-market-targeted advertising for one of the brands included in the study engaged with, on average, three different TV spots. However, when the Hispanic-targeted campaign was added to the mix, the average number of TV spots engaged with jumped to six.

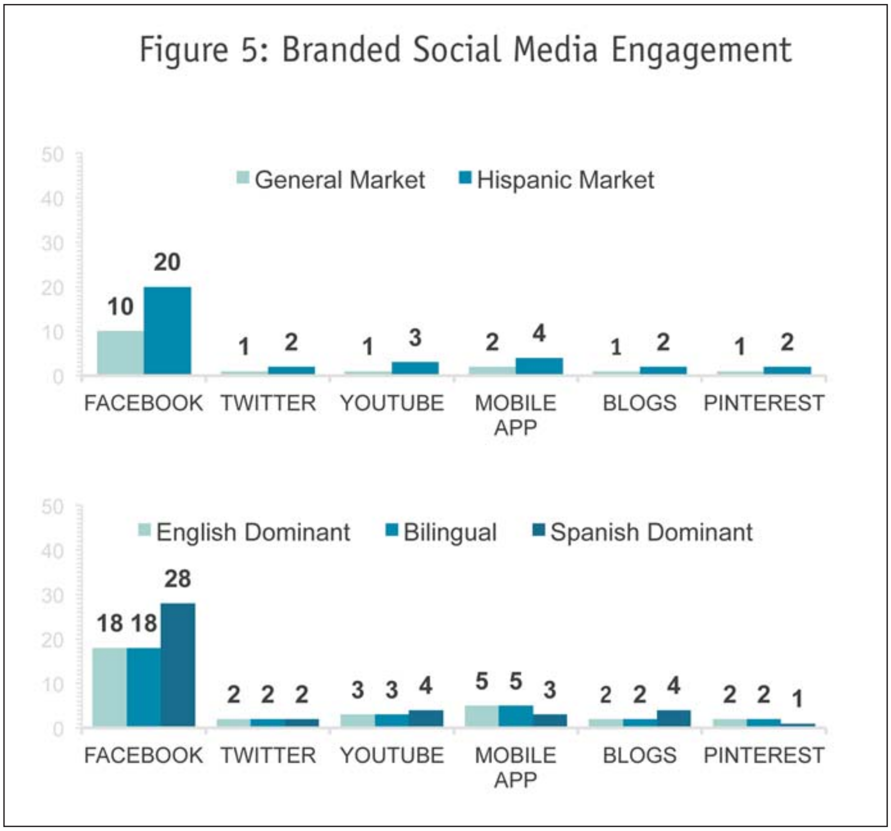
More importantly, seeing Spanish-language advertising along with a brand's base general-market campaign often boosts persuasion among Hispanics in ways that just seeing more general-market ads cannot do. Specifically, we often see that the combination of seeing general-market and Hispanic-targeted ads builds brand connections and affinity among Hispanic consumers.

As shown in Figure 4, the Target 2013 general-market holiday campaign was effective in improving perceptions, among Hispanics, that the store "has great options for the entire family." However, these perceptions were strengthened even more among Hispanics who saw the general-market campaign and also engaged with specific Hispanic-targeted TV spots.

On other dimensions, including perceptions that Target "is keeping up with the times," "offers brands I like" and "is for 'people like me,'" the campaign didn't produce a significant impact on Hispanics unless they had seen both general-market and Hispanic-targeted ads. Importantly, campaign impact on purchasing behavior and future purchase intentions were also significantly greater, across the brands and campaigns studied, among Hispanics who had engaged with both English and Spanish portions of the campaign.

3. The digital advertising and social media environments are enormous opportunity areas for Latino targeting – if tackled with the right strategies. A number of researchers, including Communicus, have observed that Hispanics are highly engaged online, particularly with social networks that enable them to converse with and keep up with family members. Our research across brands and across cat-





egories clearly indicates that Hispanics also are more likely to engage with advertising that they encounter online.

Based on results from our awareness measurement system, Hispanic consumers are nearly twice as likely to engage with any given online ad execution than are non-Hispanic consumers. Combined with the superior ability to target ads online to specific segments and behavioral targets, online advertising represents a massive opportunity for advertising that seeks to affect brand perceptions and behaviors of Hispanic consumers.

As for social media, the results of our retail study speak for themselves. As shown in Figure 5, across brands, the average retailer experienced twice the consumer engagement with Facebook, Twitter, YouTube, Pinterest, mobile apps and blogs among Hispanic consumers as among non-Hispanic consumers. Additionally, most of these social media venues had significantly higher reported involvement among less-acculturated Hispanics than among their more-acculturated counterparts.

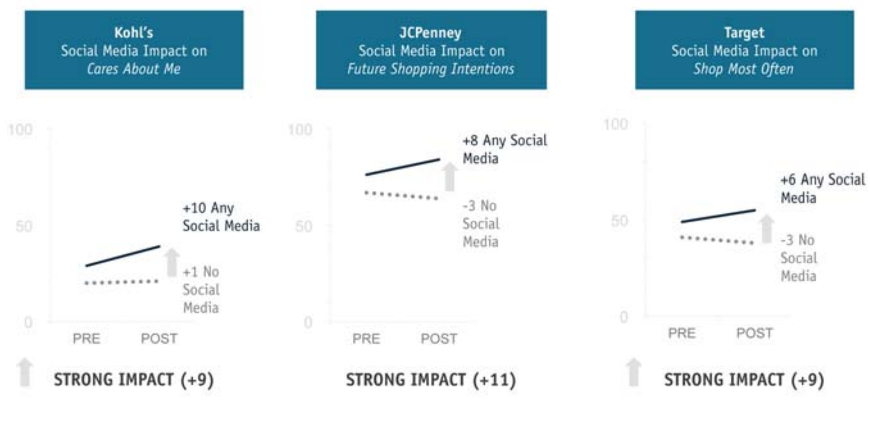
What's more, social media engagements can persuade. While those who engage with a brand in this fashion tend to already be more favorable toward the brand, we often see these engagements build perceptions and loyalties even further. For example, a consumer who visits a brand's Facebook page is more likely than one who does not to be predisposed to consider purchasing the brand. But if the Facebook interaction itself builds purchase consideration even further, this can be considered a win. Some examples of social media impact from our holiday ad study (Figure 6) highlight the extent to which social media interactions can build brand perceptions (Kohl's "cares about me"), future purchase intentions (for JCPenney) and store shopped at most often (for Target).

More personal nature

The best uses of digital advertising and social media venues among Hispanic consumers capitalize on the greater ability of advertisers to target the message, and the more personal nature of these conversations. In fact, none of these five retailers appeared to have programs in place to capitalize on the potential power of digital campaigns and social media to communicate with Hispanic consumers during the holiday period. At least two, JCPenney and Target, had Spanish-language Facebook pages, and several produced Spanish-language YouTube videos. However, none included Hispanic-specific modules within their major national online campaigns or promotions specifically designed to engage Hispanics and to motivate them to become involved with the brands socially.

For example, Target's TV campaign, "My Kind of Holiday," was extended to include a Pinterest promotion where celebrity event planner David Stark created personalized Pinterest boards for select guests in order to host the "Best. Party Ever." But the campaign was not extended into specific promotional involvement vehicles that explicitly spoke to Hispanic holiday traditions – a missed opportunity to build Hispanic engagement and affinity.

Figure 6: Social Media Impact on Brand Perceptions and Demand



Likewise, Macy's "A Million Reasons to Believe" promotion could easily have incorporated a major Hispanic component – but appeared not to have done so. Nor did JCPenney include a major Hispanic angle within its #JingleMingle promotion; nor did Kohl's to its "Dream Receipt Giveaway" promotion or its Snapshot with Santa smartphone app.

As such, the opportunity to amplify the impact of the combined general-market/Hispanic-targeted TV campaigns was not fully realized for any of these five retail advertisers during the critical holiday shopper period.

To have made the most of this opportunity, our research for the past several years would have suggested that these advertisers develop promotional programs or contests that tie in with the overall campaign theme but that speak to Hispanic sensibilities, traditions and culture – and that provide reasons to further engage with the brand via social media channels. This type of program, when implemented, has proven to produce strong results for relatively modest investment levels.

For advertisers building Hispanic advertising campaigns, three key lessons emerge from our Holiday Advertising Effectiveness Study, along with numerous other client-sponsored studies:

1. Assume that many within your Hispanic target will engage with your general-market campaign. As such, make it inclusive of Hispanic lifestyles, needs and references.
2. Create Hispanic-specific messages that align with, and build off of, your general-market campaign and that address cultural sensibilities that will enhance your brand's perceived affinity with this segment of the population.
3. Do not neglect the opportunities provided by digital channels. Create messages and promotions that are Hispanic-specific and use broad-based vehicles to drive Hispanic consumers to these conversations.

Missing a piece of the puzzle

A final note to the researchers among us: When researching Hispanic advertising effectiveness, do not neglect to consider, and measure, how the general-market advertising being run by the brand is interacting with the Hispanic-targeted work. If you don't include this piece – which often is more or less ignored by those who live on Hispanic marketing teams – you will be missing an important piece of the puzzle that completes the picture of how advertising works among the Hispanic consumers you are trying to reach and influence.

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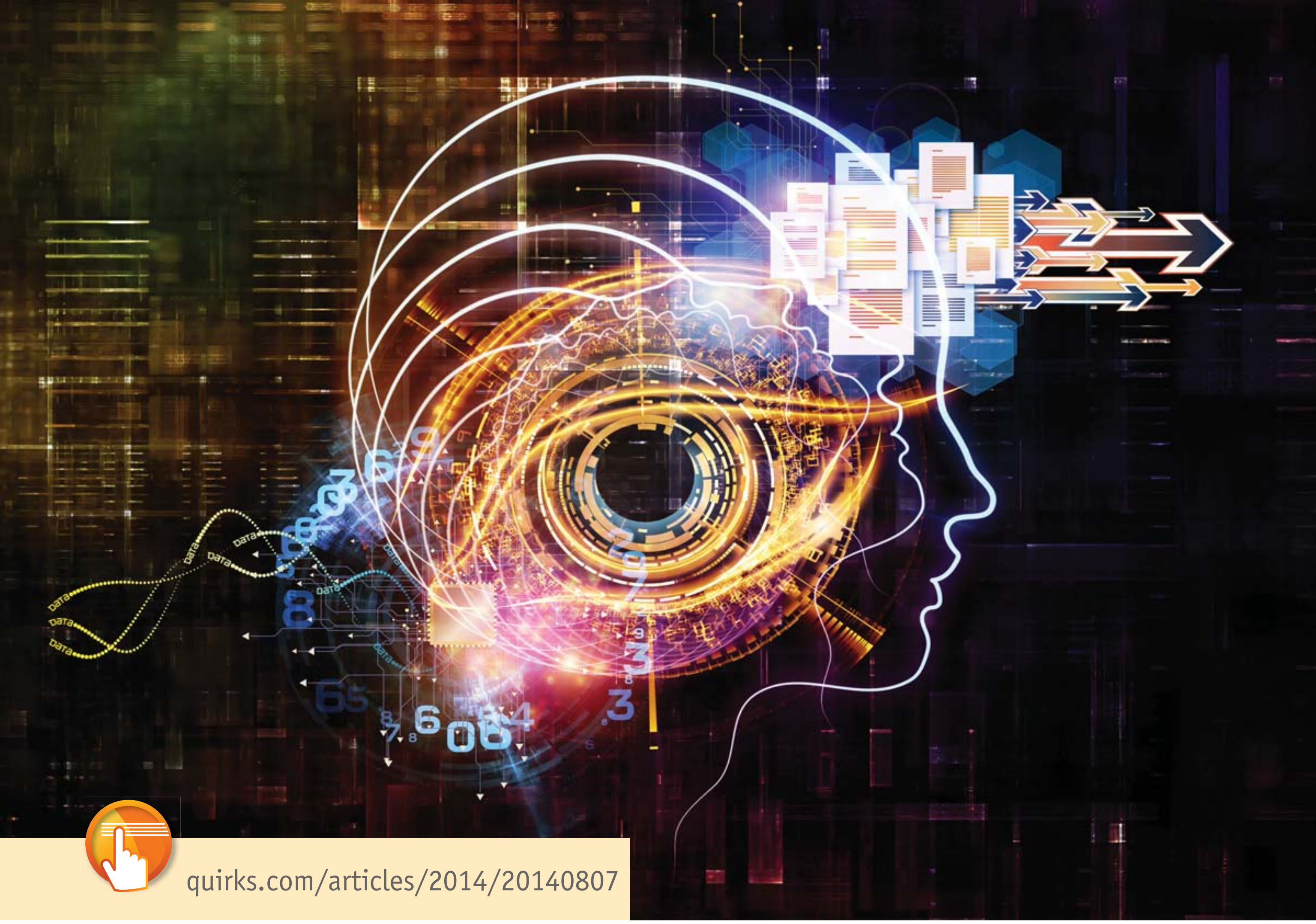
Best practices for Hispanic ad campaigns

Based on its research, Communicus offers these guidelines for best practices in development of Hispanic advertising campaigns:

Be multicultural in your overall campaign. Include people, settings and scenarios that speak to all Americans, and ensure that your core brand positioning is relevant to everyone to whom you hope to sell your product. Call it total-marketing if you wish but don't let this moniker dissuade you from also doing targeted advertising that speaks more directly and intimately to specific groups, one of which should be Hispanics, within your overall target.

Develop your Hispanic-targeted ads under the same creative theme as the main general-market campaign. Use consistent creative cues and brand-linked equities to tie all of the executions together. However, include strong cultural references to build intimacy with those who are being targeted. If indicated, modify the message to reflect differences in brand development, competitive context and usage/need states.

Create a strong Hispanic-targeted online presence, including digital ads and social media involvement. Under the overall campaign theme, develop promotions, contests, etc., to motivate Hispanics who engage with the brand in broad-based media venues to participate with the brand and its fans in the social media space.



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••• new product research

case study

Fine-tuning the details

How neuroscience and MR helped Bausch & Lomb develop and refine critical sales materials

| By Kieron Mathews and Siva Raj

snapshot

A case study on the testing of detail aids for a new Bausch & Lomb contact lens shows how to effectively meld neuroscience with marketing research.

Bausch & Lomb, a Rochester, N.Y., eye care company, had high expectations based on earlier research for a brand new contact lens that was set to launch. To meet these high expectations the firm needed to optimize the detail aids – the brochure-like materials used by sales reps to explain features and benefits to health care professionals (HCPs) – for the new product. However, traditional methods had consistently led to bloated materials in which the most motivating elements of the pitch were lost.

Sometimes called visual aids or sales aids, detail aids are a key tool used by the health care industry to generate product awareness and sales. Detail aid-testing has been a staple of health care market research for years. Typically detail aids are tested through routine IDIs between a researcher and a HCP. The researcher takes the HCP through the sales aid, page by page, for an hour. The researcher and HCP discuss layout, clarity, understanding and other key performance indicators to rate the qual-

ity of the brochure being tested.

But many health care companies have begun to recognize that this approach suffers from a number of issues:

- The Q&A format puts the HCP in the role of expert instead of a prospective buyer. HCPs by training are rational animals and therefore tend to overthink and provide much feedback from their cognitive brain. You get fewer insights about the impact the detail aid is having on their buying decision at an emotional level.
- HCPs are very uncomfortable talking about money or admitting knowledge gaps and they strive to maintain professional pride. In a Q&A format they often hide things (like real motivations driving choice or the impact of cost on decision-making) behind a poker face, making it hard to find out what they really think.
- The Q&A format fails to adequately represent the interactive nature of a sales pitch. As such, you test the detail aid in a way that is not replicated in the field and you end up with an aid that may "tell" but not necessarily "sell."

As a result of these issues, the end product is often a 20-30-page detail aid that has too much explanatory copy, lacks visual impact and fails to tell a compelling story. So when Bausch & Lomb came to Kadence International seeking a novel solution that utilized neuroscience to address these issues we saw an opportunity to build a methodology that harnesses the best of both worlds: the most appropriate/insightful neuroscience technique and innovative Q&A-based research that enabled us to capture the right insights.

Seen an explosion

The desire to incorporate neuroscience with marketing research is certainly not new. The last few years have seen an explosion in the use of neuroscience techniques (see sidebar) – from scanning people's brains through an fMRI machine while they view TV commercials to attaching electrical sensors to their heads (EEGs), as well as capturing every twitch of their faces via videocameras to recognize emotional change (facial coding).

There are two major forces at work here: the rapidly declining cost and complexity of many of the core technologies involved and a growing recognition that people are often unable to fully verbalize their motivation when reacting to a product or communication. As a result, the number of companies offering neuroscience technology has grown rapidly. And in tandem there has been a growth in claims made for neuroscience technology, without much in the way of real validation or support from the underlying science. This has now led to somewhat of a critical backlash and to questions being raised about the validity and value of these methods in marketing research.

However, the appeal of neuroscience is undoubtedly high.

- It promises to provide much-needed clarity in the often contentious and subjective world of understanding human emotions and motivations.
- It ostensibly allows you to break through the cognitive bias that exists in traditional market research.
- It enables you to quantify elements that have been qualitative thus far.
- It even gets the C-suite interested. In fact, never have we seen as much interest in market research debriefs as when we are presenting results of neuroscience studies.

While some neuroscience technologies are easier to implement than before, they still require (by the standards of traditional market research) special equipment, facilities and trained manpower. So how do you separate fact from fiction when it comes to neuroscience without having to become a neuroscientist yourself? The accompanying chart is a simple guide to neuroscience techniques based on two comprehensive reviews of the approaches and the supporting evidence. The first review was conducted by the Advertising Research Foundation and resulted in a white

A quick guide to neuromarketing research methods

Functional magnetic resonance imaging (fMRI)

FMRI is a neuroimaging procedure using MRI technology that measures brain activity by detecting changes in blood flow. When an area of the brain is in use, blood flow to that region increases.

Electroencephalography (EEG)

EEG is the recording of electrical activity along the scalp. EEG measures voltage fluctuations resulting from ionic current flows within the neurons of the brain.

Heart rate monitoring (HRM)

Heart rate, typically expressed as beats per minute, can vary according to the body's emotional states as well as physical needs.

Galvanic skin response (GSR)

Skin conductance, also known as galvanic skin response, is a method of measuring the electrical conductance of the skin, which varies depending on the amount of sweat-induced moisture on the skin. Sweat is controlled by the sympathetic nervous system, so skin conductance is used as an indication of psychological or physiological arousal (which includes emotional responses).

Facial coding

The Facial Action Coding System is a system to detect movements of facial muscles and then code them into different emotions.

The Neurometric Toolkit

Method	EMOTIONAL			COGNITIVE		
	Arousal	Valence	Approach-Avoidance	Attention	Memory	Associations
fMRI	?	✔	✔	✔	?	
EEG			✔	✔		
Heart Rate	✔					
GSR	✔					
Facial Coding		✔				
Q&A		✔			✔	✔

paper that was published in 2011. The second is a comprehensive review of methods used to measure emotions by two leading psychologists.[1]

The ability to integrate neuroscience techniques in marketing research programs is highly dependent on ease of implementation. A technique like fMRI, which provides a rich view of the brain, loses out since it requires the respondent to recline on a flatbed scanner while watching commercials and try hard not to pay attention to the noise and inner workings of the fMRI machine. And while dry EEG sensors are widely available today, wet sensors have a much higher signal-noise ratio but are much messier to use (imagine all your respondents leaving with gel in their hair). GSR and heart rate are less intrusive techniques – though GSR is subject to movement artifacts during measurement. Facial coding is a popular technique and while the core idea has been validated, in reality, camera angle, lighting, resolution, facial hair and ethnicity can play major roles in the capturing of accurate data.

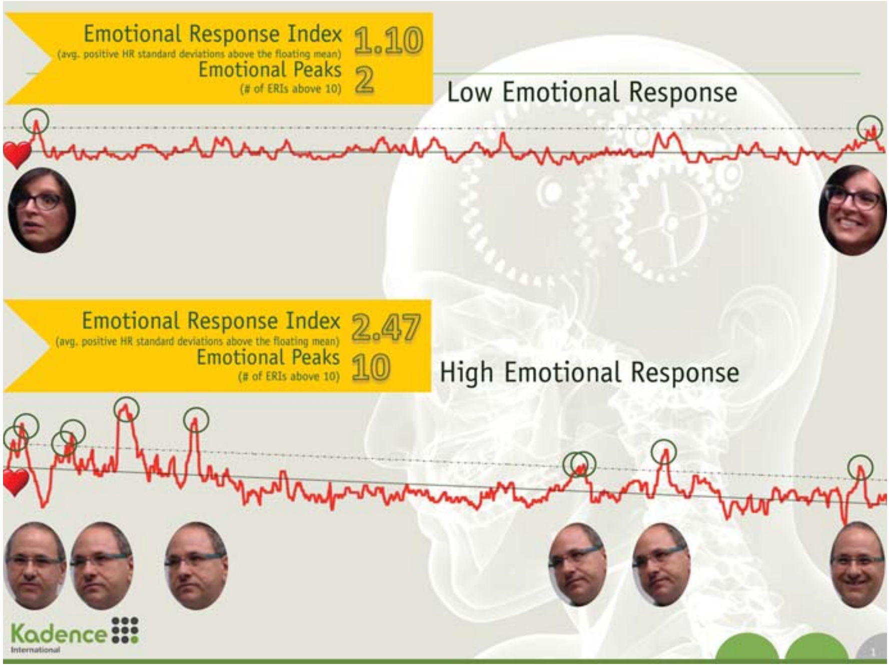
Thus, despite the claims made by competing technologies, it was clear to us that no one method actually addresses the full range of factors measured in a typical research study. And further, the notion that, in a world of neuroscience, we no longer need to talk to respondents is ill-informed. The Q&A (either via classic qual or quant) is not dead by any means – it is still an important tool if you wish to understand what a respondent is thinking and feeling.

Innovate in three areas

So while neurometric methods are not the silver bullet to answer all marketing research questions just yet, ignoring the emerging neuroscience movement is not the answer either. To address Bausch & Lomb's request to meld research with neuroscience, we felt the need to innovate in three areas:

1. Find a way to test the detail aid in its natural habitat.
2. Get the sales team involved in the process so we can build an aid that they will actually use.

Figure 1



3. Utilize neuroscience to break through the HCPs' tendency to rationalize.

The solution was to bring HCPs to a central-location viewing facility for 45-minute sessions. Each session started with a sales rep pitching a product, using a version of the detail aid, for 15 minutes while being observed by the market research team. Then things switched and the rep observed a 30-minute Q&A debrief of the pitch, conducted by a moderator. All the while, heart rate monitoring and facial coding techniques were used to overlay the observations and Q&A with neuroscience.

Testing the detail aid in its natural habitat. The detail aid was presented by a real Bausch & Lomb sales rep (not a market researcher), who pitched the product as he/she would normally for 15 minutes. The 15-minute pitching slot was no accident; it is the maximum time a pharmaceutical sales rep has whenever they call on a HCP for a visit. The research technique therefore acknowledges that a detail aid should not be tested under a microscope in isolation but in an environment where it is an extension of a natural HCP-rep interaction.

Sales team involvement. The sales rep used in the research was real, selected from the sales team to help develop the aid. After their 15-minute pitch they were then invited to observe the follow-up Q&A session conducted by a researcher. They got a firsthand view of how their sales pitch was received and then could debate adaptations to the pitch in terms of words, phrases or the overall flow that could then be used in the next interview.

Using neuroscience techniques. Attempting to cut through the poker-face atmosphere that occurs in any seller-buyer exchange, the goal is to measure the reaction of the HCP in real time while they listen and interact with the rep. Real-time measurement allows the backroom staff to identify areas of high emotional impact that can then be focused on in the Q&A debrief session.

Choose the right neuroscience technique

Prior to the study, we realized we had to choose the right neuroscience technique. Because the testing procedure meant the HCP was likely to talk/interact with the sales rep (as would naturally happen) this excluded EEG, fMRI and even galvanic skin response as suitable techniques, as these suffer from movement artifacts which cloud the data whenever the subject speaks or moves.

Heart rate monitoring, on the other hand, was a perfect fit. It was non-invasive, a validated measure of emotional reaction and could be collected and viewed in real time – allowing the moderator to identify emotional moments and probe during the debrief session. Backing this up with facial coding – via a small, table-mounted camcorder – allowed us to cross-reference heart rate with facial expression to validate the direction of emotion (positive or negative) picked up by heart rate monitoring.

Using this method, on arrival at the facility each respondent is fitted with a Bluetooth-enabled heart-rate wrist monitor and taken to the interview room where research assistant sets up a small HD camcorder and syncs this with facial-coding software. The session is observed from behind a one-way mirror and heart rate data is transmitted to an iPad in the viewing room and captured by an app developed by Kadence that allows the backroom audience to view real-time emotional peaks and troughs triggered by the sales pitch.

Kadence's proprietary algorithms allow the app to pick out emotional highs that are normalized to that respondent's unique heart rate signature. Over the course of the 15-minute sales pitch a number of peaks can be identified and the time stamp of these peaks is cross-referenced with the facial-coding video feed to identify the specific triggers/content.

Figure 1 shows a comparison of the reaction captured by two prospects – the first person has very low emotional response to the sales pitch, the second person has much higher response. This gives us an emotional map of each sales pitch, quantifying the overall impact of the pitch itself and measuring the number of emotional moments experienced, and identifying the message and visuals that generated each emotional event. Through successive respondent interviews we can identify how to increase the impact of the pitch/detail aid.

What did we learn?

So what did we learn from using neuroscience in this methodology that we wouldn't have learned from traditional market research? In summary:

Keep it short. The single most consistent finding is that everyone's engagement declines during the course of a sales call. And by the end of a 15-minute pitch, emotional engagement levels could be up to 20 percent lower than at the start. So if you haven't got their attention upfront, it's all downhill from there.

Ask, don't tell. When do you think people are more engaged – when THEY are talking or when YOU are talking? It's remarkable how much engagement increases when the salesperson is having a conversation and how much it falls when their presentation turns into a monologue. Thus, you need to equip salespeople with questions they can ask, at every step.

Don't rely on body language. While research suggests that 80 percent of communication is from body language, our study showed that body language could be misleading. We learned that body language is reflective of personality type – so an extrovert is likely to appear interested in your product and an introvert could appear disinterested whereas their emotional engagement could be exactly the opposite. As a result, you need to set up tangible follow-on actions to assess if your sales call went well.

Assess, modify and develop

The information gleaned from our research allowed Bausch & Lomb to quickly assess, modify and develop a detail aid that not only did justice to the range of products that were being launched but also communicated to the HCP how it would make their lives better. The result was a product launch that was amongst the most successful ever for Bausch & Lomb – a year after launch, demand for the new lens has continued to exceed expectations.

In addition:

- While normal detail aid-development takes a long time, this shortened the process considerably yet allowed a strong detail aid to be built.
- The quantified and objective nature of the feedback gave the team much greater confidence in the chosen path and allowed it to move ahead quickly.
- The approach was highly cost-effective. It was not much more than a standard qual study and is designed to be easy to use in any qualitative setting without the need for extra equipment or adaptation.
- It secured buy-in from sales reps and helped develop a rep-friendly aid that is really easy to train on.

Neuroscience can help

Our experiences are proof that neuroscience can help the marketing research process. Beyond the hype, there are very practical and unique benefits to the technology that can yield deep insight into a person's motivations. And in the hands of the right practitioner, that could translate into more effective product design and communication and a more efficient sales and marketing process.

There are now a range of methods available but it's important to pick the right method and to look for approaches that have been scientifically validated, are appropriate for the question at hand and are easy to incorporate into a market research study. In fact, neuroscience actually works best when combined with traditional Q&A techniques. The neuroscience data allows us to accurately uncover moments of deep motivation/emotional impact that can be further probed via Q&A to help interpret the neuroscience results.

Ultimately, blending the new approaches and possibilities of neuroscience with classical and well-executed market research interviewing techniques certainly seems to be the way forward . . . for now.

Kieron Mathews is CEO of research firm Kadence International, Boston. He can be reached at kmathews@kadence.com. Currently president of Boston-based start-up Revvo, Siva Raj was formerly the global insight director at Bausch & Lomb, Rochester, N.Y. He can be reached at siva@revvo.co.

REFERENCES

[1] "Measures of emotion: a review." Mauss and Robinson. *Cognition & Emotion*. 2009 February 1; 23(2): 209–237.).

quirks.com/articles/2014/20140808

case study

••• hispanic research

Looking from a different perspective

Understanding the primal U.S.-Latino culture through Latinacculturation

| By Erwin Chang

snapshot

Novamex's marketing research manager explains how and why the food marketer and distributor changed its view of the acculturation process.

Based in El Paso, Texas, Novamex is a major distributor of Hispanic foods and beverages in the U.S. and other countries in North America, Europe, Asia and Oceania. Its product portfolio includes Jarritos soft-drinks, D'Gari gelatin, Ibarra chocolate, Zuko drink mix and various other Mexican and Hispanic brands.

After conducting and analyzing multiple studies in the CPG category with different Mexican brands in the Hispanic market within the U.S., it was clear that the various acculturation formulas we were using in our primary research were not providing the company enough depth to analyze our data. Therefore, it was decided to see acculturation in the Hispanic market from a different perspective.

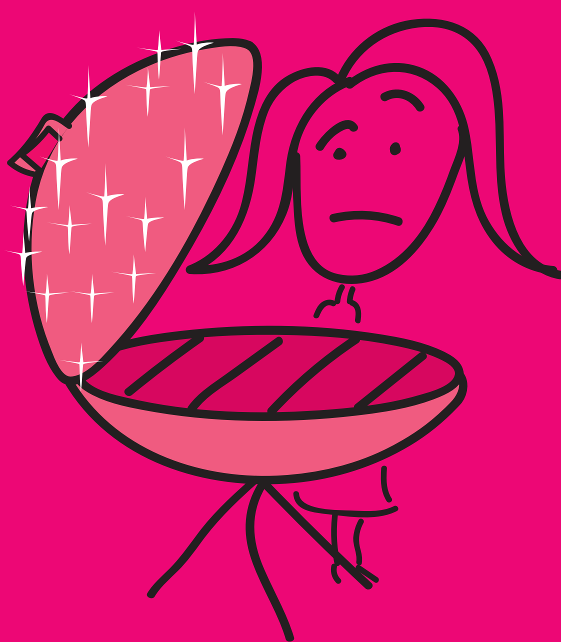
Many of the articles and papers on acculturation in the Hispanic market address how Hispanic immigrants change their consumption patterns once they arrive to the U.S. However, they fail to portray the actual route

continued on p. 64

WE'RE SURPRISED BEDAZZLED GRILLS AREN'T SELLING TO WOMEN

(YOU PREDICTED THIS BEFORE THE $5MM ROLL OUT)

#MRworks



Learn to share research more effectively using **technology, design** and **storytelling** at the **2014 Corporate Researchers Conference**, September 17-19 in Chicago.


CRC

VI

MARKETING RESEARCH WORKS WHEN EXECUTIVES LISTEN

DISCOVER THE SCIENCE OF FASCINATION

SALLY HOGSHEAD

Hall of Fame speaker, international author, and the world's leading expert on fascination.

"Messages that fail to fascinate will become irrelevant.

It's that simple."

WHAT SALLY BELIEVES // The world is not changed by people who sort of care // You don't learn how to be fascinating // You unlearn how to be boring // In a competitive environment, the most fascinating option always wins // Stand out, or don't bother

Sally measured hundreds of thousands of people to identify a scientific approach to personality branding. Over the past decade, her team has uncovered surprising trends about why certain people and companies succeed. Today, Sally teaches how to communicate and captivate in a world with a 9-second attention span.

When you fascinate a customer or employee, you immediately engage their interest. They're more likely to **remember you, trust you, respect you and buy from you**. But if you fail to fascinate, they'll move on to the next option.

As a world-class branding expert, Sally discovered a new way to measure how people perceive your communication. Find out what makes you intensely valuable to others, so the world will see you at your best.

Sally rose to the top of the advertising profession in her early 20s, writing ads that fascinated millions of consumers. Over the course of her ad career, Sally won hundreds of awards for creativity, copywriting, and branding, and was one of the most awarded advertising copywriters right from start of her career, including almost every major international advertising awards. She showed the world the best of how the world sees a brand, and today she does the same for people and companies around the world.

To break through and stand out in any competitive environment, you must understand how to fascinate.

RESEARCH ON THE SCIENCE OF FASCINATION

In 2006 Sally began her research on fascination, including a **groundbreaking national study** by a global market research firm. Her research uncovered that the average attention span is now only nine seconds, and that the brain is hardwired to focus on seven specific types of messages.

Sally is the creator of The Fascination Advantage™, the world's first personality assessment that measures what makes someone most engaging to others. Unlike Myers-Briggs or StrengthsFinder, this test is not about ***how you see the world*** – but ***how the world sees you***.

She frequently appears in national media including NBC's *Today Show* and the *New York Times*.

SALLY'S BACKGROUND

Growing up with the last name "Hogshead" would give anyone an unconventional point of view.

While studying at Duke University, Sally lived with an African tribe inside a goat dung hut. After graduation, she began a career in advertising, and in her early 20s, won more awards than any other writer in the U.S. **At age 27, she founded her first ad agency**, and next, was Creative Director/Managing director of illustrious agency CP+B. Clients included **Nike, Coca-Cola, Godiva, Aflac and MINI Cooper.**

In 2010 and 2011, Sally led "Project Fascinate" for the Jägermeister brand (yes, that notorious liqueur). Within months, Jägermeister was named one of the "Hottest Global Brands" by Advertising Age.

HOW SALLY FASCINATES AUDIENCES

Few keynote speakers blend a research-based message with the high-energy delivery required to inspire big audiences. She is one of the youngest inductees into the Speakers Hall of Fame.

Her clients have included Intel, Cisco, Million Dollar Round Table, GE, New York Life, YPO, Inc. Magazine Leadership, and Intuit, with audiences ranging from Fortune 500 CEOs to entrepreneurs in Saudi Arabia.

PUBLISHED BOOKS

Sally's first book was *RADICAL CAREERING: 100 Truths to Jumpstart Your Job, Your Career, and Your Life*. Her next book, *FASCINATE*, was published around the globe, earning Sally a frequent spotlight in major media including the *Today Show* and the *New York Times*.

Sally's newest book, *How the World Sees You*, launched July 1, 2014. *How the World Sees You* explores the science of fascination, based on Hogshead's decade of research with hundreds of thousands of participants, including Fortune 500 teams, hundreds of small businesses and over a thousand C-level executives.

GROUPON DELIGHTS WITH MR

ERIC RASMUSSEN

Vice President of Market Research, Groupon

DISH NETWORK'S RESEARCH CULTURE SHIFT

PATTI FRIES

General Manager Consumer Insights, DISH Network

NEW MR: GENERAL MILLS GOES ALL IN

RYAN BACKER

Global Consumer Insights Manager, Emerging Technologies, General Mills

WHAT ERIC BELIEVES // Research can only be an asset if it is able to keep pace with the rest of the organization // Research is actually more crucial in an environment of fast decisions and new rules (an environment where the research step is often skipped)

Eric Rasmussen created Groupon's marketing research department and leads research in the U.S. and 50+ countries. Learn how Groupon is using research to understand both consumers and merchants and build products and programs to meet their needs. This includes measuring ROI, understanding table stakes and delights and managing the complex relationship between merchants and their marketing partner.

ERIC'S BACKGROUND // Eric began in television programming before becoming a pioneer of Internet marketing research in the dial-up era. In the late 1990s, Eric created a research department at GoTo.com and helped develop paid search and sponsored listings – something still relatively unknown at the time. After GoTo.com evolved into Overture.com and was purchased by Yahoo, Eric transitioned to run research for Yahoo Media Group.

Eric left Yahoo for an opportunity to run research at eBay and then went on to create the research department at Shutterfly.com. With research guidance, the brand took a lead position in the photo market. Eric left Shutterfly over two years ago to create the research department at Groupon.com.

WHAT PATTI BELIEVES // You can win over even a traditional corporate culture with impactful, actionable insights // It is important both to deliver quality insights and to cultivate relationships

Patti Fries created the marketing research department for DISH Network. She leads a growing team of research professionals to deliver actionable consumer insights. Patti will share her experience motivating a data driven company with consumer driven insight. Follow her review of the DISH Network Consumer Insights case study to understand challenges, wins, justification of research ROI and what the future might look like as the culture continues to shift towards a consumer focus.

PATTI'S BACKGROUND // Patti is a senior advertising and brand insights executive with 17+ years of experience providing research services to Fortune 500 companies, specializing in providing insights on the in-market impact of multimedia and integrated communication programs, and actionable recommendations to advertisers for optimizing return on future investments. She has analyzed over $20 billion of advertising investments over her career.

Patti joined DISH two years ago with the challenge of starting up a research organization – for the first time – in the $14 billion company. Her insights team informs innovation, targeting, brand health measurement, promotions, advertising optimization and brand development strategies. In 2012 Patti earned the Distinguished Service Award at DISH, followed by the CMO Award in 2013.

WHAT RYAN BELIEVES // You don't have the option to be afraid of trying new ways of doing things // Embracing technology completely brings big rewards // Success comes to those who are willing and able to move fast to keep pace with change

Ryan leads General Mills' emerging technologies team within the company's global consumer insights function in Minneapolis. General Mills bet big on mobile by dedicating resources and mandating the creation and adoption of mobile research methodologies. Learn about how General Mills continues to be all in on the modernization of their toolkits, including a push to expand beyond the mobile platform.

RYAN'S BACKGROUND // Ryan has seen General Mills through accelerators and barriers from first ante, through the recent sunset of their mobile team, to where they're heading next.

In five years with General Mills, Ryan has held various insights related roles. His previous positions focused on channel, category and breakthrough product innovation.

Prior to General Mills, Ryan served as a medicinal chemistry research scientist at Eli Lilly Pharmaceuticals in Indianapolis. He holds a B.S. in chemistry from the University of St. Thomas (St. Paul, MN) and an MBA from the University of Minnesota's Carlson School of Management.

SCHEDULE

Wednesday

SEPTEMBER 17

Registration......10 AM – 7 PM
CR-ONLY: Pre-Conference Briefing......10:45 – 11:15 AM
CR-ONLY: Pre-Conference Networking Meet & Greet......11:15 AM – 12 PM
Pre-Conference Networking Meet & Greet for First-Time Attendees......11:15 AM – 12 PM
Welcome Lunch/Conference Kick-Off......12 – 12:50 PM
Welcome/Day One Kick-Off/Keynote Intro......1 – 1:10 PM
KEYNOTE: Discover the Science of Fascination......1:10 – 2:15 PM
Confessions of a Corporate Researcher......2:30 – 3:15 PM
Immersive Ethnography and Other Unconventional Research on a Budget......2:30 – 3:15 PM
Mapping the Advertising Exposure to Retail Experience......2:30 – 3:15 PM
Genius Lab......2:30 – 3:15 PM
Meeting in the Marketplace & Genius Lab......3:15 – 4:10 PM
CR-ONLY SESSION: Using Market Research to Drive Internal Collaboration and Innovation......4:15 – 4:45 PM
Activating Disruptive Thoughts......4:15 – 4:45 PM
Community Co-Creation: Facilitating Better Shopper Insights......4:15 – 4:45 PM
Genius Lab......4:15 – 4:45 PM
How "Funny and Clever" Can Earn Budget and Respect......5 – 5:30 PM
Moving Beyond Satisfaction Measurement to Enhance Customer Experience......5 – 5:30 PM
Making the Most Out of Your Choice Modeling Project......5 – 5:30 PM
Genius Lab......5 – 5:30 PM
The Marketplace Mingle......5:30 – 6:30 PM
Opening Night Reception......6:45 – 8:30 PM

Thursday

SEPTEMBER 18

Registration......7 AM – 7 PM
Breakfast......7:30 – 8:20 AM
KEYNOTE: New MR: General Mills Goes All In......8:30 – 9:15 AM
How Research Can Get Ahead of the Business......9:30 – 10:15 AM
Bring Insights to the Table and Keep Them There with Behavioral Economics......9:30 – 10:15 AM
Leveraging Research for Brand, PR and Sales Wins......9:30 – 10:15 AM
Genius Lab......9:30 – 10:15 AM
Meeting in the Marketplace & Genius Lab......10:15 – 11:10 AM
CR-ONLY SESSION: Maximizing Research with a Limited Budget......11:15 AM – 12 PM
Scale and Speed: Essential Ingredients for Innovation......11:15 AM- 12 PM
How to Get Out of the Question/Answer Rut......11:15 AM- 12 PM

Genius Lab .... 11:15 AM – 12 PM
Lunch................................ 12 - 12:50 PM
KEYNOTE: DISH Network's Research Culture Shift................................ 1 – 2 PM
Marketing of Research: Selling Insights Inside the Organization .... 2:15 – 2:45 PM
Influencing the Corporate Strategy Agenda with Research Insights................................ 2:15 – 2:45 PM
Embrace, Extend, Extinguish NPS: Driving Revenue With Better Loyalty Measures .... 2:15 – 2:45 PM
Genius Lab .... 2:15 – 2:45 PM
Concurrent Session – Coming Soon!................................ 3 – 3:30 PM
A Corporate Researcher's Job Search: Tragedy, Mystery, Comedy .... 3 – 3:30 PM
Blending Art and Science: Infographic Design as a Research Function................................ 3 – 3:30 PM
Genius Lab .... 3 – 3:30 PM
Meeting in the Marketplace & Genius Lab................................ 3:30 – 4:25 PM
CR-ONLY SESSION: Round Table .... 4:30 – 5:15 PM
Maximizing Business Impact via Data Driven Effectiveness .... 4:30 – 5:15 PM
The Truth Is In Their Stories – Lessons Market Researchers Can Learn From Journalists................................ 4:30 – 5:15 PM
Genius Lab .... 4:30 – 5:15 PM
Al Capone's Dinner & Casino Royale................................ 6:15 – 9:30 PM

Friday

SEPTEMBER 19

Registration................................ 7 – 11 AM
Breakfast................................ 7:30 – 8:20 AM
CR-ONLY SESSION: Round Table .... 8:30 – 9:15 AM
Big Data & Privacy: The Legal Landscape Affecting Corporate Research .... 8:30 – 9:15 AM
"Once Upon a Time with Sherlock Holmes" – How to Tell a Research Story with Impact .... 8:30 – 9:15 AM
Genius Lab .... 8:30 – 9:15 AM
Concurrent Session – Coming Soon!................................ 9:30 – 10 AM
Defining Innovation for Marketing Research .... 9:30 – 10 AM
Interviewing for the Edit .... 9:30 – 10 AM
Genius Lab .... 9:30 – 10 AM
Meeting in the Marketplace & Genius Lab................................ 10 – 10:55 AM
KEYNOTE: Faster Research for Groupon................................ 11 AM – 12 PM
CRC Wrap-Up & Thank You .... 12 – 12:10 PM

So many speakers, so little time. Use the check boxes to mark your MUST SEE sessions.

Wednesday

SEPTEMBER 17

☐ CONFESSIONS OF A CORPORATE RESEARCHER

Michael Rosenberg, **J.P. Morgan**

With a passion for research and goal of helping their companies succeed, corporate researchers have to manage more than just project timelines, methodology selection, statistical significance and translation accuracy. They have to deal with a unique client: the internal business partner. These people don't pay you. They may not thank you. And, when the project is over, you'll still have to work with them. After more than a decade of personal experience in the world of corporate research, Michael Rosenberg has cobbled this advice for corporate researchers' unique challenges, including internal messaging, office politics, "rogue" partners and more.

☐ IMMERSIVE ETHNOGRAPHY AND OTHER UNCONVENTIONAL RESEARCH ON A BUDGET

Clinton Jenkin, **Barna Group**

Sometimes unveiling insights from unconventional research can secure buy-in from internal decision-makers. In this session, Barna Group's Clint Jenkin presents an immersive ethnography conducted entirely by the in-house research team of a non-profit. He shares tips and techniques for maximizing internal resources and project budgets, and more specifically, the benefits of using soft costs instead of project dollars. The insights from this session can be applied to any organization on a budget with areas of subject-matter expertise. Clint's goal is for each audience member to leave with 1-3 unconventional ways to approach their most difficult research problems.

☐ MAPPING THE ADVERTISING EXPOSURE TO RETAIL EXPERIENCE

Carol Matthews, **Microsoft**
Chad Nuesmeyer, **MetrixLab**

Microsoft and MetrixLab combined qualitative data collected passively in real-time via mobile app with survey data collected actively from a single source before, during and after the in-store experience to discover actionable insights that improved marketing messages, media placement and in-store activation. Microsoft's Carol Matthews and MetrixLab's Chad Nuesmeyer collaborate to show how Microsoft is using this data to optimize contact with current and potential customers in order to drive more business and grow market share.

☐ USING MARKET RESEARCH TO DRIVE INTERNAL COLLABORATION AND INNOVATION

CR-ONLY SESSION

Kristen Santos, **Daimler Trucks North America**

Are you using research to improve your company culture? If innovation is key and collaboration is tough, Kristen Santos suggests that market research can help. In this talk, learn how Daimler Trucks North America recently completed a series of qualitative and quantitative studies with their own employees to understand their perceptions of innovation and collaboration. Kristen will walk us through methodology, key takeaways, presentation and next steps from the research with tips and tricks for implementation at any organization.

☐ ACTIVATING DISRUPTIVE THOUGHTS

Scott Christofferson, **CEB**

The Corporate Executive Board studied over 200 disruptive insights to uncover the true drivers of inaction and to learn what corporate researchers can do to increase their chances of success. CEB's Scott Christofferson will use case studies from corporate researchers in different industries to elaborate on three proven strategies: navigating organizational obstacles, playing an "activist" role and skewing discretionary effort to partners who are "insight ready."

☐ COMMUNITY CO-CREATION: FACILITATING BETTER SHOPPER INSIGHTS

Colleen Harris, **MarketVision Research**
Rachelle Petusky, **Cox Automotive**

The development team for an AutoTrader.com mobile app was already well down the road on the design when the research team suggested a consumer study. AutoTrader.com partnered with MarketVision to explore issues in an online community setting. What began as an investigation into consumer wants and needs for the app ended with the decision to re-visit the original design and ultimately, the decision to pursue additional online community research. In this presentation, Rachelle Petusky and Colleen Harris explore how an online community platform facilitated the co-creation of an AutoTrader.com mobile app but also helped AutoTrader.com gain a better understanding of consumer emotions in the car shopping process.

- ☐ **HOW "FUNNY AND CLEVER" CAN EARN BUDGET AND RESPECT**

Adam Cook, **Pilot Media, Inc.**

Decision-makers love data, but do they invest in it? In this session, award-winning researcher Adam Cook shares his unique method of convincing decision-makers to use research. A winning combination of self-deprecating humor, video clips, unlikely quotes, analogies, bestselling books, structured format, simplicity and most importantly, examples, will help audiences recognize how research is underutilized in the decision-making process.

- ☐ **MOVING BEYOND SATISFACTION MEASUREMENT TO ENHANCE CUSTOMER EXPERIENCE**

Neal Kreitman, **OneMain Financial**

In this talk, Neal Kreitman illustrates how to move beyond monitoring to truly understand your customer's perspective and take action to improve their brand experience. Neal will share how using multiple methods of research uncovered insights that strengthened OneMain Financial's focus on the customer experience and informed specific changes and enhancements.

- ☐ **MAKING THE MOST OUT OF YOUR CHOICE MODELING PROJECT**

Aaron Hill, **Sawtooth Software**

Some of the most complex research tools available today are discrete choice and conjoint models. Corporate researchers often hire consultants to create, manage and analyze these studies with little understanding of how the models are created, how the results should be interpreted or how to make sure a research supplier is giving you what you paid for. In this presentation, you will be introduced to these powerful models, shown how to avoid the most common mistakes suppliers (and their clients) make, taught how to interpret the results appropriately and provided with suggestions on how to make the most of your next choice modeling project.

Thursday

SEPTEMBER 18

- ☐ **HOW RESEARCH CAN GET AHEAD OF THE BUSINESS**

Michelle Adams, **Marketing Brainology**
Brett Hagins, **Research Innovation and ROI, Inc.**

According to more than 60 percent of the 400+ client-side research executives surveyed, research is used for validation only. How can we fix that? In this session, Brett Hagins and Michelle Adams discuss how to ensure accountability, integrate data sources, elevate reporting structures that utilize research for executive goal setting and adapt stakeholder learning styles to improve communication. These findings are derived from recent in-depth interviews with current and former executives from PepsiCo, Amazon, Netflix and Microsoft, combined with survey data.

- ☐ **BRING INSIGHTS TO THE TABLE AND KEEP THEM THERE WITH BEHAVIORAL ECONOMICS**

Stephen Paton, **AGL (Australia)**

Today's managers have their attention divided between more data and more data sources than ever before. How can corporate researchers stay relevant? Stephen Paton believes the solution is less about technology and more about the perceived value of the insights function. The emerging field of behavioral economics offers the ability to reposition insights within the business. Stephen will discuss how this is happening at AGL with real examples of success that show how you can introduce BE to your insights function.

- ☐ **LEVERAGING RESEARCH FOR BRAND, PR AND SALES WINS**

Laura Crystal, **Russell Investments**
Carolyn Holtzen, **Russell Investments**

The researchers at Russell Investments leverage their findings for brand building, PR and sales enablement. The survey in this case study uncovered the responses of institutional investors to a growing investment trend, but also served to associate the Russell brand with this topic. How can you increase survey participation with B2B clients? How can you extend market research to be a successful marketing tool? Carolyn Holtzen and Laura Crystal will walk through the process in this game-changing session.

- ☐ **MAXIMIZING RESEARCH WITH A LIMITED BUDGET**

CR-ONLY SESSION

Nino Ninov, **Rosetta Stone**

In this discussion, Nino Ninov demonstrates how Rosetta Stone maximizes the value of limited research dollars: with a combination of in-house and only occasional outsourced research, and the use of low-cost data collection and analysis tools. Attend this presentation to learn exactly how Rosetta Stone conducts quantitative and qualitative research, the cost efficiency they achieve and how they achieve it.

"This was easily the best market research conference I have ever attended. I liked that the majority of the sessions focused on department operations and how we need to continue to evolve as an industry."

☐ SCALE AND SPEED: ESSENTIAL INGREDIENTS FOR INNOVATION

Samuel Lindsey, Ph.D., **Adobe Systems**
Darcey Merriam, **Adobe Systems**


Adobe's market insights team experimented with various early product development approaches that emphasized constant customer feedback. The end result was not only increased customer focus and innovation across the company, but also faster, less expensive and more scalable research. Darcey Merriam and Samuel Lindsey, Ph.D., will share the new tools, methods and processes their team uses and discuss the strengths and limitations of each. Find out how they're able to scale research to empower the product and innovation teams and have the greatest impact across Adobe – and how their market insights team works differently based on lessons learned.

☐ HOW TO GET OUT OF THE QUESTION/ANSWER RUT

Susan Fader, **Fader & Associates**

In this session, Susan Fader will present concrete examples of how to evolve qualitative research. New ways of thinking about and structuring qualitative sessions can be applied to qualitative research studies in a range of categories: CPG, financial, pharmaceuticals and children. Susan will introduce self-diagnostic ethnography, explain why "Like/Don't Like" is irrelevant and introduce other techniques that help ensure honest feedback.

☐ MARKETING OF RESEARCH: SELLING INSIGHTS INSIDE THE ORGANIZATION

Andrew Ladd, **Tribune Co.**

Consistent communication and tools that "socialize" research outputs can facilitate a "research ready" mentality within an organization. The Tribune's research team has worked to develop this unique capability within its core insights team by creating an internal research communications function dedicated to spreading awareness and promoting the value of research. Andrew Ladd, Tribune's senior manager of strategic insights, shares their solution to this common challenge in a captivating talk.

☐ INFLUENCING THE CORPORATE STRATEGY AGENDA WITH RESEARCH INSIGHTS

Claire Brooks, **ModelPeople Global Brand Insights & Strategy**
Dina Lawson, **McNeil Consumer Healthcare, Johnson & Johnson**


Effective research inspires great strategy. How can corporate researchers ensure they are designing projects that truly influence their organization's strategic agenda? Dina Lawson and Claire Brooks will share process and case studies to help researchers become strategic learning conductors – leading corporate and agency stakeholders through an immersive "Learning Journey" to inspire strategic learning outcomes grounded in research insights.

☐ EMBRACE, EXTEND, EXTINGUISH NPS: DRIVING REVENUE WITH BETTER LOYALTY MEASURES

Jeffrey Henning, **Researchscape International**

NPS is as popular with CEOs as it is discredited by academics, but displacing it is hard. The answer lies in the infamous Microsoft phrase, to "embrace, extend and extinguish" it. In this session, Jeffrey Henning shares his experience piloting a loyalty program. We'll learn how he identified the best loyalty measure for customer mix and how to identify the questions that predict business results.

☐ A CORPORATE RESEARCHER'S JOB SEARCH: TRAGEDY, MYSTERY, COMEDY

Becky Wiechman, **Consultant**

Corporate researchers have their own flavor of job search with unique quirks, needs, frustrations and (hopefully!) rewards. In this discussion, Becky Wiechman gives us a funny, but frank, glimpse into the current job market for corporate researchers. Her expertise helps job seekers better navigate the market and recruiters remove roadblocks to find the best candidates.

☐ BLENDING ART AND SCIENCE: INFOGRAPHIC DESIGN AS A RESEARCH FUNCTION

Carrie Angiolet, **Illuminas**

An infographic cannot stand on pretty graphics alone. While graphic designers specialize in making data "pop," it is the researcher that specializes in telling stories with data. In this session, 20-year industry veteran Carrie Angiolet guides us through the researcher's role in infographic design, including critical success factors and reasons why infographics often fail, as well as the best practices that resulted from designing infographics for Cisco, Google, CEA and the Livestrong Foundation.

"I appreciated the sessions focused on what executive management is looking for from MR. This understanding is the first step in bridging the gap between what's needed and what's provided."

☐ MAXIMIZING BUSINESS IMPACT VIA DATA DRIVEN EFFECTIVENESS

Todd Adrian, **Novartis Consumer Health, OTC**

"Using Big Data doesn't have to feel like trying to boil the ocean." In this discussion, Todd Adrian will introduce the marketing effectiveness toolkit that helped Novartis OTC become a more agile organization that utilizes real-time optimization across its marketing mix. Learn how researchers were able to embed a suite of tools to tap into consumer and shopper data and identify actionable micro-targets.

☐ THE TRUTH IS IN THEIR STORIES – LESSONS MARKET RESEARCHERS CAN LEARN FROM JOURNALISTS

Tom Bernthal, **Kelton Global**
Gareth Schweitzer, **Kelton Global**

How do you strike the balance between fact and impact when a good research presentation requires both? The best journalists are particularly adept at striking this balance with numerous tools and tricks researchers can lean on to improve their storytelling techniques. Tom Bernthal and Gareth Schweitzer brought fundamentals of journalism to market research at Kelton Global. This actionable, how-to presentation will discuss important journalistic techniques that can help instantly improve storytelling capabilities.

Friday

SEPTEMBER 19

☐ BIG DATA AND PRIVACY: THE LEGAL LANDSCAPE AFFECTING CORPORATE RESEARCH

Shannon Harmon, **JHC**

New data collection technology raises a host of privacy and security issues that affect how companies conduct research and create strategy to drive growth. In this interactive presentation, licensed attorney Shannon Harmon breaks down the legal and policy landscape that directly affects data in corporate research through a series of case studies. Learn how to address business research questions with awareness of the law and identify privacy issues implicated by your corporate research in this eye-opening talk.

☐ "ONCE UPON A TIME WITH SHERLOCK HOLMES" – HOW TO TELL A RESEARCH STORY WITH IMPACT

Susan Lloyd, **Boise Paper, Packing Corporation of America**

Data is easier to access and distribute than ever before. Making raw information actionable for business decisions and turning information into intelligence is the researcher's newest challenge. Using examples from the (exciting and provocative!) paper manufacturing industry, Susan Lloyd will present the "clues" discovered and lessons learned while searching for and, ultimately, uncovering the story hidden in qualitative, quantitative, primary and secondary data. "Solving the mystery" by finding the story is only half the battle; Susan has tips to help you share your story, too.

☐ DEFINING INNOVATION FOR MARKETING RESEARCH

Garrett McGuire, **Quester**
Amy Shields, **Marketing Research Association**

What does innovation mean in the context of marketing research? In partnership with the MRA, Quester conducted 150 one-on-one in-depth interviews with a mix of client- and supplier-side researchers to explore and define innovation for the industry, in their own words. What are the benefits of innovation from the researchers' perspectives? In this session, MRA's Amy Shields and Quester's Garrett McGuire share their ideas about the future of marketing research – and the paradigm shift needed to truly advance.

☐ INTERVIEWING FOR THE EDIT

Michael Carlon, **Hall & Partners**

Just about every project Michael Carlon conducts has a video component as part of the deliverable. Video clips and summary films are becoming increasingly important in marketing research. While written reports are still popular, supplementing these findings with a video not only brings findings to life, but also helps the results reach a wider audience who may not take the time to read a written report. In this session, Michael will share the 10 tips and tricks that he believes are key to successfully interviewing for the edit and building video into your deliverables.

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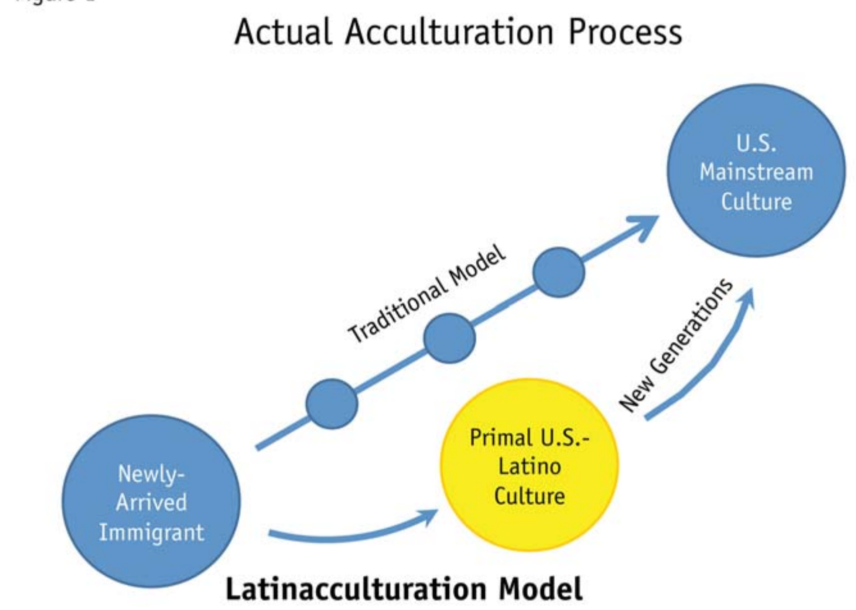
continued from p. 46

that unacculturated Hispanics take before consuming U.S. mainstream products and services. Rather, those articles and papers follow the traditional acculturation model that indicates that immigrants begin to use U.S. mainstream brands little by little from the time they arrive to this country.

This article challenges this traditional acculturation model and presents evidence that Hispanic immigrants do not move from their native culture, including their purchasing patterns, to the U.S. core culture in a straight line. It provides an alternative model that explains the consumption patterns of unacculturated Hispanics.

First, let us share a story of how the low-acculturation process actually develops.

Figure 1



Pepe has just moved from South America to Los Angeles, where he plans to establish himself, as he has a couple of relatives living there who arrived two decades earlier. They will help Pepe settle down by providing shelter and food for some time. Nonetheless, he knows that he has to start looking for a job very soon, not only because he wants to be independent but also because he needs to send money back to his family.

He has noticed that his relatives in Los Angeles have changed somewhat. But it is not that they are more "American," as his relatives still do not speak English fluently after 20 years of living in the U.S. In fact, they do not watch much TV in English nor do they have many English-speaking friends. When they need help in completing English forms or following English instructions, their children are their translators.

His relatives have changed in a different way. They use different words that are not familiar to Pepe. Now cuadras becomes bloques and looking for jale means looking for trabajo. But the changes go beyond a few words. Now his relatives have introduced Pepe to tortillas de maíz, carnitas and Jarritos soft drinks. Furthermore, Pepe finds music from Alejandro Fernandez on the iPod of one of his relatives.

After meeting his relatives' friends and other people in the neighborhood, Pepe notices that even though they are very proud of their different countries of origin, they talk and behave in similar ways, regardless of their nationality. Pepe is very proud of his original culture and he thinks that he would never give up the way he is and how he behaves. Nonetheless, Pepe is already relying on his relatives to decide which detergent to buy and which restaurant to visit.

Pepe is quickly getting immersed into a new culture and it is not the U.S. mainstream. His future descendants are the ones who will connect to the U.S. mainstream culture but keep their Latino heritage strong as well (especially if Pepe marries a Latino person).

Keeps his origins intact

At this moment Pepe and his relatives are different; however, they are still

Figure 2

Non-Mexican Hispanic Immigrants			
Percentage of Jarritos and Sabritas consumers among non-Mexican Hispanic immigrants			
By Data Collection Area	U.S.		Los Angeles
Jarritos soft drink	5.5%	→	11.2%
Sabritas snacks	4.7%	→	11.0%

Mexican Immigrants Who Arrived to the U.S. Between 2005-2009 – Data from Los Angeles			
Percentage of Jarritos and Tecate consumers among Mexicans who moved to the U.S. between 2005 and 2009 and live in Los Angeles			
By Data Collection Date	2010 Survey		2013 Survey
Jarritos soft drink	12.2%	→	22.8%
Tecate beer	2.4%	→	5.5%

considered low-acculturated Hispanics under the traditional acculturation model used in market research. Pepe keeps his origins intact and has a path of several years to walk before he becomes acculturated to any culture/ subculture in the U.S. Nonetheless, his relatives are already quite acculturated – not to the mainstream U.S. culture, as they do not use much English for their everyday activities, but to the local Spanish-language-dominant Hispanic society or primal U.S.-Latino society, as we call it.

The primal U.S.-Latino culture is the one of Pepe's relatives and their friends. They have their own vocabulary and cuisine, which come from the influence of various groups, especially the Mexican culture, in the case of Los Angeles. This primal U.S.-Latino culture is not a mix of the immigrants' culture and the U.S. mainstream culture but one with unique characteristics that has been crafted over decades.

Another key characteristic is that the primal U.S.-Latino culture is regional or local. It is not the same all over the United States and differs widely enough that Latinos from one region are unaware of food, slang and even music from another region.

But most important for marketers, the primal U.S.-Latino culture works as a reference group for newcomers, making it the most appealing target for companies that want to conquer the low-acculturated Hispanic market. In Pepe's case, for example, the U.S. mainstream culture has little influence on his decisions when purchasing new products. Instead, he asks his relatives for advice.

In our view, the process of embracing the primal U.S.-Latino culture by Hispanic immigrants is called Latinacculturation (Figure 1). Although Pepe will insist on keeping his original culture unbroken, different factors, including solitude; unfamiliarity with local practices; the need to belong to a group; curiosity; and language barriers, among others, will force him to adopt the primal U.S.-Latino culture to some degree.

Backed by data

This process of Latinacculturation is backed by data. For example, as shown in Figure 2, Hispanics like Pepe's relatives are more likely to purchase Jarritos soda, which is a Mexican brand not consumed in other Hispanic countries, if they are integrated to the primal U.S.-Latino culture in Los Angeles than if they live in other U.S. areas (11.2 percent[1] of non-Mexican Hispanic immigrants in L.A. consume Jarritos vs. a 5.3 percent[1] national average for the same period). Pepe's relatives, who never saw Jarritos before moving to the U.S., embraced the primal U.S.-Latino culture by adopting new brands like Jarritos but not brands like Mountain Dew or Dr. Pepper.

This pattern with Jarritos is repeated multiple times with many other brands: the chances of non-Mexican Hispanic immigrants being a Sabrita (another Mexican brand) consumer are more than twice as high if they live in Los Angeles (11 percent[1]) than if they live in any part of the U.S. (4.7 percent[1]). And the list goes on.

But the primal U.S.-Latino culture in Los Angeles is not the Mexican culture either. Did you know that the chances of drinking Jarritos increase over the years among Mexican immigrants in Los Angeles? For instance, in 2009 only one out of 10 Mexican immigrants in Los Angeles who arrived to the U.S. between 2005 and 2009 drank Jarritos, while four years later the percentage of Jarritos consumers doubled to 22.8 percent among members of the same group. Mexican immigrants who are not yet Latinacculturated have less than half the chance to be a Jarritos drinker than a Latinacculturated Mexican immigrant in Los Angeles.

Furthermore, those from Mexico are more likely to consume Jarritos if they live in Los Angeles than if they live somewhere else in the United States (22.8 percent of Mexican immigrants in L.A. vs. 7.6 percent of Mexican immigrants in the U.S.).

It is important to highlight that only 0.3 percent[1] of non-Hispanics in L.A. consume Jarritos. This means that Pepe's relatives assimilated into the primal U.S.-Latino culture in Los Angeles and not the U.S. mainstream by drinking Jarritos.

Led us to choose

Discovering that not all unacculturated Hispanic immigrants are the same led us to choose one of the groups we found in this segment. Taking into consideration that Latinacculturated Hispanics comprise a larger group and are more influential, our current research targets them.

In addition, since many of the products that Novamex distributes in the U.S. are Mexican brands that are not well-known in other parts of Latin America, it was decided that our qualification sample for studies with Hispanic immigrants would include, besides Mexican participants, non-Mexican Hispanics if they were Latinacculturated only. This way we can measure marketing efforts in a more accurate model.

In our surveys one of the most important implications is that our screeners have changed. For instance, we use a question regarding the length of time that the immigrants have been living in the U.S. to filter non-Latinacculturated Hispanics. If immigrants have been living in the U.S. less than five years, they are automatically terminated, as probably many of them are still experiencing some degree of culture shock.

Latinacculturation is key

In our view, Latinacculturation is key to understanding different Hispanic groups in the U.S. To study unacculturated Hispanics and mix in the same bag (or same sample) those who are not Latinacculturated with those who are Latinacculturated can be misleading, as their consumption patterns and behaviors are different. When we are seeking insights to develop an advertising campaign or a new package design, for example, just a few screener questions can make all the difference.

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[1] Sources: Simmons OneView NHCS Adult study 12-month (U.S.), spring 2013, Los Angeles (Local) and Los Angeles (Local) spring 2009. Percentage of people who consume a product is measured as brand consumed/used "most often."

hispanic research

Let's work together

Qual method aims to unite clients, respondents in co-creation

| By Isabel Aneyba and Marie Lemerise

snapshot

Citing an example with Latino Millennials, the authors explain their approach to using a research process to generate ideas for new products and services.

While focus groups have long been a part of the innovation process, many clients have voiced their frustration about the limitations of traditional focus groups. One of our clients explained what marketers want:

Inject some fun into the research: They say focus groups are boring. They want research designs that are fun and real, with memorable experiences, like a reality TV show. When the research process has an element of fun, clients are often more engaged.

Improve the quality of insights: They say two-hour focus groups generate top-of-mind responses and reactions to concepts. Instead, they want a deeper understanding of the target and their unmet needs, especially when the target is of a different generation than the clients, like Millennials, or a different ethnic group, like Latinos.

Give us a speedier outcome: When the research project requires concept generation and evaluation, clients want an efficient design, preferably one study to meet their objectives and timeline. They want to learn who the target market is, what kind of product/brand concepts they should create and then be able to evaluate those concepts.

To respond to these and other client needs, we created a methodology called consumer co-creation camp. The consumer co-creation camp is designed to expedite the research process while making it fun and provide a more direct connection between clients and consumers.

After all, fun sparks creative thinking. When clients and consumers have fun together, they create ideas that are more likely to succeed in the marketplace. And when consumers and clients feel empathy for each other, they can create promising products and brand concepts.

Refine rather than invent

Typically, when it comes to new product research, clients create whiteboard concepts and ask consumers to react to them. Clients look to consumers to refine ideas rather than invent

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them. What is different about this method is that consumers are invited to create concepts from scratch.

Understand the external forces

While this approach can be employed with teenagers, moms, etc., it was initially conducted with Latino Millennials and when starting any new product development project it is essential to understand the external forces that influence trial.

Millennials generally have been dubbed digital natives because they were born in the Internet age. They continuously sample and adopt new digital platforms and new channels to communicate with one another and their brands. Recently, Nielsen reported, "Technology is essentially baked into every Millennial's DNA. An astounding 83 percent say that they sleep with their smartphones."

According to the Pew Research Center, they also place themselves at the center of self-created networks. For instance, 55 percent have posted a selfie on a social media site.

Latino Millennials are even more digitally connected than other Millennials. They are nearly 66 percent more likely to connect via mobile than non-Hispanic whites.

Transform society

Millennials have begun to combine their confident and self-expressive personalities with their digital skills to transform society. We can expect them to take the lead in adopting exponential technological advances like 3-D printing and wearables. This is projected to transform life, business and, ultimately, the global economy.

"Millennials know their voice has power and they are wielding it," said Jamie Gailewicz, brand consultant, on thenextweb.com. He also noted, "Millennials are very aware of disingenuous marketing-speak and they prefer a conversation over one-way communications."

So, against these societal changes, when undertaking the development of new product or services, how can we researchers help clients understand and connect with strategic targets, like Millennials or Latino Millennials? By involving everyone in a co-creation approach.

In our view, three successive stages lead to compelling consumer-ready ideas and the camp concept includes these three stages: get to know the target; test the product and generate marketing ideas; and communicate and evaluate the concepts. Following is a description of each stage.

Stage 1: Storytelling turns participants into friends. Clients feel closer to them. We know that Millennials love to have a large circle of friends. They enjoy meeting others and starting new relationships. The cornerstone of the co-creation camp is to enable participants to bond. This is accomplished through storytelling sessions where each person shares an "all about me" collage. Participants quickly find common ground, become comfortable with one another and build trust.

During Stage 1, clients are behind the mirror. They observe how Millennials make friends. This experience gives clients ideas about how to integrate relationship bonding with the brand. The storytelling gives clients an authentic and natural portrait of their prospects. These sessions are very revealing. The Gen X clients can quickly gain an understanding of important Millennial traits and aspirations, such as humor, dream life and secret desires.

After this stage, we do not have a group of participants; we have a group of Millennial friends. The client team feels more in tune with Millennials.

Stage 2: Concept-generation exercises produce meaningful product and brand ideas. The camp includes separate but simultaneous groups generating ideas. First, Millennials examine beta products. They offer spontaneous, candid thoughts about what is appealing and how they may use the products. Then, they work in teams using visualization techniques to create product and brand concepts. Together they build on one another's ideas to get to a set of robust concepts and consensus about what they want. Agreement on specific ideas enables the client to spot compelling concepts.

Exploring ideas and working in teams is very satisfying and motivating for this segment. Millennials are great collaborators and this is especially true of Latino Millennials, as collaborative decision-making is common among Hispanics. During one early co-creation session, when one of the teams had to decide which members would present the concept during Stage 3, we thought that they would select the best communicators in the team. Instead, they had all members present one at a time and trained the ones they thought were not as skilled as communicators. All members did wonderful work in the presentations and they found immense satisfaction from completing a difficult task as a team.

During this stage, clients are able to distinguish the consumers' emotions through the concepts they create. They see how the brand concepts can match Latinos' needs and personal styles.

A debrief after the sessions identifies common themes for product candidates and direction for brand vision.

Stage 3: An open forum motivates clients to truly listen to consumers' ideas. Immersion builds affinity. Stage 3 is the stage that motivates the clients the most. Millennials present their ideas directly to the clients, in the same room. The client team and Millennial teams have a vigorous conversation. Clients are highly engaged in this stage by their firsthand interaction with Millennials. There is one voice in the room. Consumers and clients work in tandem, focused on the unifying goal, with no barriers, mirrors or attitudes. Clients watch and listen as the conversation becomes more and more dynamic.

To foster the immersion that is an important component of the camps, clients and participants share meals to build connections and trust and to break down social and cultural barriers.

Three different kinds of value

The goal is for three different kinds of value to be generated from a consumer co-creation camp:

Product management value. The client team learns a different way to create value – how to adapt a new product for Latino Millennials, for instance, with their input. They get feedback about the required product changes. Even if the product is not ready to launch, the diverse client team has a common understanding of the changes required and how to make them, which will drive a successful product launch.

Brand management value. The client team and its advertising agency are able to create and communicate the value of the brand in a new brand vision. For example, the Latino consumers can envision how the brand will appeal to them by sharing topics such as: What role does this brand play in my life? How does this brand most strongly resonate with me? What does it look like? What does it feel like? Each concept board gives an idea of what kind of brand personality the participants are attracted to.

Engagement value. The clients learn how to keep these consumers engaged and understand how the brand should interact with them. During the restaurant visits, for example, as the groups dined together, clients learned what Millennials talk about and what is important to them. This provided ideas for content that connects with Latino Millennials. The ad agency walked away with ideas for media campaigns, promotions and grassroots efforts.

Part of the process

These days, clients want to be closer to consumers. Consumers, in turn, want to be part of the innovation process for brands they like. There is an opportunity for fun co-creation methods, like the one we used, to foster fruitful collaborations. When empowered and enabled by the research process, our experience has shown that Millennials and other groups of consumers are happy to embrace the challenge of creating new products and services.

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new product research

The social butterfly effect

Tips on measuring crucial social factors in new product research

| By Briana Brownell

snapshot

Briana Brownell explores the roles that our families, friends and other groups play in our choices of and relationships with the products and services we consume.

There was something extraordinary about shopping for a smartphone on June 29, 2007. There was no choice-based-conjoint-style side-by-side comparison of different devices. Shoppers didn't need to be convinced that the switch from their existing device was worthwhile. A list of product specs that let customers assess whether the new smartphone's features would fulfill their needs was nowhere to be seen. No customer decided that the posted price was too high.

Instead, the experience of buying the first iPhone was an intensely social one. Shoppers who had been lining up for days – some of them for weeks – shared an important cultural experience. Their decision was reinforced by their peers: "The first shoppers to emerge victorious were cheered as heroes and brandished their trophies for the cameras."[1] The product itself was dubbed the "Jesus phone"[2] and its launch was billed as "revolutionary" from the company's very first press release.[3] Rather than being a solo undertaking, the purchase experience took on new dimensions, with a myriad of psychological, cultural and social components.

Compare this with most concept-testing and pre-launch research programs where researchers habitually ask focus group participants or survey respondents about their personal judgment of the product in isolation and disregard social factors that may influence new product adoption. This oversight is unfortunate because there are major risks to the company: charging the wrong price and missing out on profit; inventory issues caused by under or overestimating the market size; and wasting money on an inappropriate level of advertising support. Taking into account the social factors can separate a success from a flop.

Luckily, there is an extensive body of research that more fully explores these social effects. The qualities of the product being launched determine which social elements may be relevant to integrate into a research program. These key effects can be categorized into four categories:

- Seeing someone else use the new product increases awareness of its availability and works as a word-of-mouth complement to advertising efforts.
- The value of the product may directly depend on the number of users; a higher number

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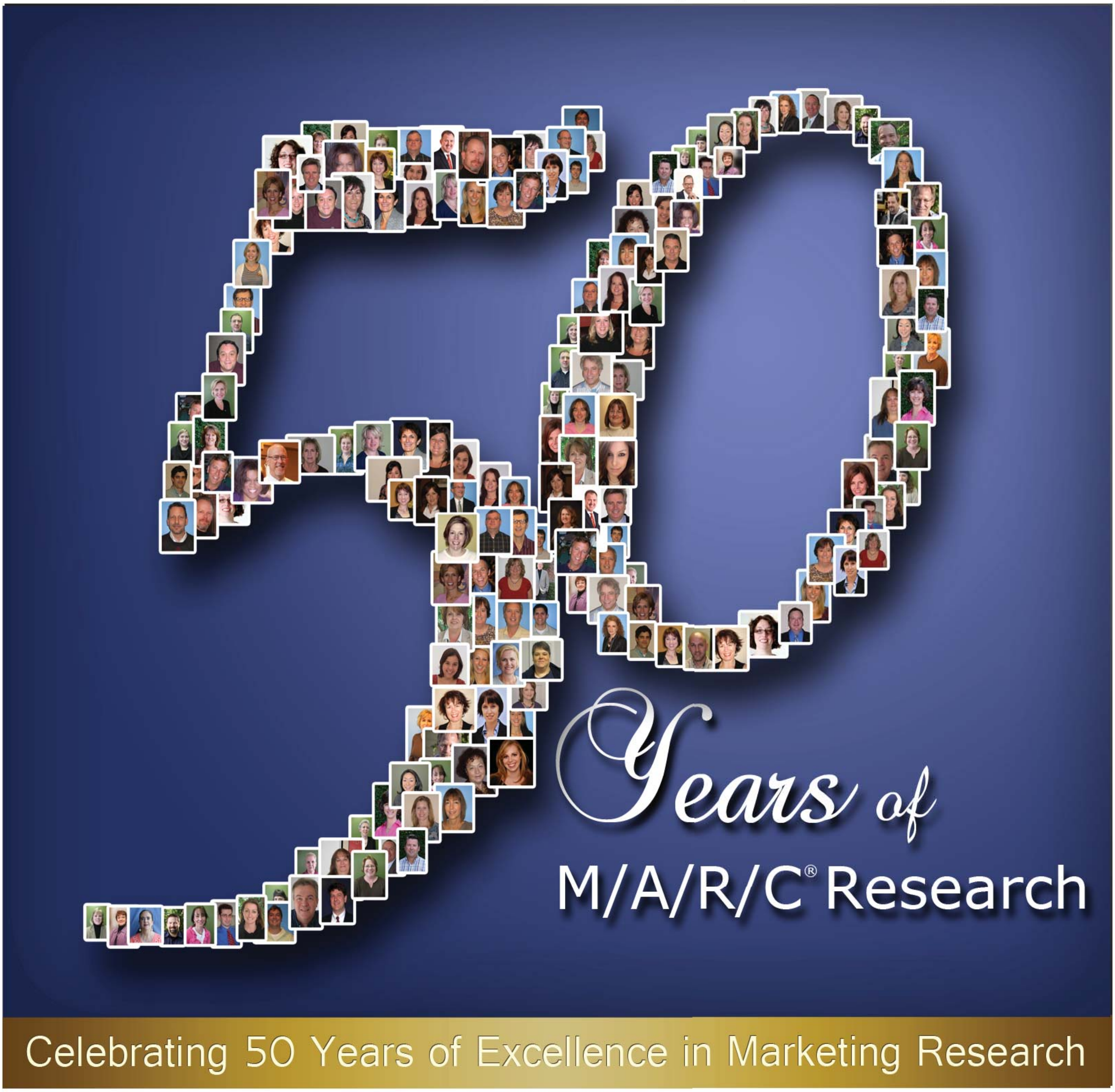

50th Anniversary Celebration

marc

of users may make the product more functional, such as a social media or communication product, or it may make it more desirable in other ways, such as a popular hardware system bringing about more software development.
- The behavior of others may work to make adoption socially acceptable by influencing the social norm within a consumer's peer group. The social norm is a strong driving force in fashion products but is also an influencing factor for products which suggest certain values on the part of the consumer, such as recycling or installing solar panels.
- Adopters may also provide information about the value and uses of the product after using it. Potential adopters may seek information from amateur reviewers or experts who review the product and this information may assist them in making their decision about whether or not to adopt.

A company that can take advantage of these factors through diligent pre-launch consideration can greatly increase its chances of a successful new product launch.

Become a permanent fixture

Sometimes, awareness of the product's availability is really the only barrier to adoption. When a Starbucks opened in my hometown, a small town of 16,000 on the prairies, it was only necessary for me to learn of its opening for it to become a permanent fixture every time I make it home to visit. In this case, it was word-of-mouth, the most straightforward element of social influence, which drove me to purchase at the store.

If the product in question is a straightforward one, where the consumer is easily able to assess the product's desirability, word-of-mouth may be the most important social component. The idea that word-of-mouth complements advertising by serving as a second channel that generates awareness about a new product has been widely researched.[4] Despite its apparent simplicity, this model is able to predict adoption fairly well for a wide range of products, from dishwashers to televisions. Because of its wide use, the strength of the word-of-mouth effect has been estimated for various products and these values can be used by companies in their sales forecasting.

Products which are very similar to existing ones, where one cannot be substituted for the other, such as a new book by an established author, require very little in the way of explanation and their adoption may be assisted by word-of-mouth effects. The sale of a product that was not previously available in a certain market but has received a substantial amount of mass-media marketing would also be a case in point: Because consumers already understand the product in question, only awareness of its availability is needed to drive sales. An improvement over existing products may also follow this model if there is not a meaningful difference in product attributes.[5] In this instance, the perceived costs and benefits of switching is an important component of the research.

Visibility and relevance are important factors that help determine how strong the word-of-mouth effect may be. Some products may be quite visible, such as the make and model of a new car a stranger is driving, but other products may only be noticed by those in a closer social circle. For a less visible product to have a meaningful word-of-mouth effect, the product needs to be something that friends or acquaintances are likely to share. Adopting a new type of toothpaste is probably only visible to your spouse or close family and is unlikely to be something you would share with a friend, while a new book may be something that would come up in a casual conversation. Understanding the likely visibility of the product should be an element of the research strategy.

Not all adopters have an equal amount of influence on the word-of-mouth effect. Since reach is the most relevant component influencing sales, "network hubs," individuals who have a large social circle, have a greater influence on the product's diffusion regardless of how well they are perceived or trusted. In this case, individuals who socially share their adoption of the product do not need to be socially influential, just well-connected, since the product is simple enough to speak for itself. These network hubs may adopt earlier because they become aware more quickly due to their connections.[6] Finding these network hubs through research efforts and targeting them for adoption can assist a company with increasing its sales.

More users make the product more valuable

Who wants to be the only person on a new social media platform or the only one using a chat service? For many products, more users make the product more valuable. Communication networks like telephones and fax machines, where only those who are part of the network can be contacted through it, become much more useful when there are many other users of the network. Hardware products also become more desirable when there is a large adopter network because more software will be available for it in the future.

When deciding how valuable the product may be, consumers take into account their prediction of the eventual network size. Those who believe that the network will be large are more likely to adopt, even if the network is small initially. For this reason, it is important that the firm understands the perceptions of non-adopters regarding the eventual network size and gauges how many others need to be a part of the network before an individual would choose to adopt. The relative importance of network size as compared to the product's other benefits is also important to understand because two rival networks can both be sustained if consumers place a high value on these differentiating factors and less emphasis on the overall network size.

The firm's credibility may also be an influencing factor in consumers' adoption decisions. If a firm has successfully created a mass-market network-based product before, consumers may be more likely to assume that the eventual network will also be large the second time around. For this reason, the research strategy should not neglect reputation and brand effects.

Concern about competition may play a role, since it is possible that early adopters will be locked into a format that is overtaken by a second one. For a hardware product with customizable software, the firm may wish to try to more strongly encourage the adoption of hardware to benefit from the later software sales. This may be done by heavily discounting the hardware or by securing exclusive rights to software products.[7]

Because encouraging others to adopt increases the value of the product for all adopters, the research and release strategy should focus on ways to encourage adopters to connect and spread the adoption within their networks. Targeting a small, highly interconnected group may be more effective than encouraging adoption in disparate groups because a core group of adopters can coordinate communication with each other.[7] Research can help to identify a target and thus help adoption get off the ground. To this end, exploring the salience of alternative business models such as leasing or giving consumers an on-boarding promotion where they are able to trial the product at low or no cost may provide a viable launch strategy that can be built and monitored through research efforts.

May be socially risky

Hands up if you've made a regrettable fashion decision in your life. As the former owner of both gold pleather pants and spiderweb fishnet stockings, I can certainly relate! Adopting a highly visible product such as a certain clothing style may be socially risky because adoption of an uncommon product defies the social norm of the peer group. This social risk is not limited to fashion products; any product which makes an implication about the adopter has an important social component. For instance, fashion products may suggest a certain taste or lifestyle and energy-efficient products may imply a certain set of values.

Adoption as a decision that carries social risk is a much-studied area that stems from a larger set of theories of behavioral change.[8] New product adoption is considered to be a type of behavioral change that is susceptible to a social influence. Individuals have a certain risk threshold that determines when they are willing to accept the social risk of changing their behavior from the norm. This framework has the advantage of being able to explain a trend that gives rise to a suboptimal behavior, product adoption or otherwise.[9]

For a researcher, taking into account this social factor poses a challenge, as adoption by others works to change the societal norms and normalize adoption of even the most extreme products. Asking consumers their opinions in isolation, especially for a product that has not yet been launched, will support a very different conclusion about the desirability of the product. It is essential to understand the perception of how socially risky the new product may be. Understanding the strength with which the new product implies values on the part of the adopter, how willing individuals are to be associated with these values and the variation of these impressions within the market will help to identify potential barriers to adoption.

Adoption by others factors into perceptions of the product's desirability because individuals may shortcut their own decision-making by looking at the behavior of others as an indicator that the product is appropriate for them. For this reason, understanding the opinions of individuals who take on specific roles in the social network is another important component of an effective research program. Of special interest are opinion leaders, who are highly socially influential but often more conservative in their adoption, and change agents, who are less socially influential but willing to adopt new products almost immediately.[10] Many opinion leaders have their eye on numerous potential change agents and primarily have a role as a social curator and these groups wield the most clout when it comes to positively affecting the social component of adoption.

Because of the implication of values or qualities, there may be an aspirational factor in the purchase of the product. Luxury products are particularly prone to this effect. Any product which implies that the adopter is part of a certain social group, whether it be the wealthy elite who wear Hermes or the environmentally-conscious who have solar panels,[11] would benefit from pre-launch research to uncover these perceptions.

Unfortunately for businesses, this value implication component has the potential to run counter to a brand's marketing message. The much-publicized boycott of Cristal champagne by Jay-Z when the managing director Frédéric Rouzaud publically lamented "We can't forbid people from buying it" in *The Economist*[12] brought this problem to the forefront of marketers' – and consumers' – minds. In this case, the product took on its own life with significant social cues: "Today, the most high-profile consumers of Cristal are rap artists, whose taste for swigging bubbly in clubs is less a sign of a refined palate than a passion for a 'bling-bling' lifestyle that includes 10-carat diamond studs, chunky gold jewellery, pimped up Caddies and sensuous women."

For this reason, adoption by specific groups has the potential to be a deterrent as much as it may be an encouraging factor. The smart marketer will be mindful of differences in cultural groups and their influence on each other. Segmentation on attitudes and barriers can help understand the social influence and segments can be sized and analyzed to determine their likely position in the adoption curve. Understand the perceptions of what kind of person would be an earlier or later adopter and examine the diversity of social barriers present. This will reveal areas of difficulty for the company's product launch if the majority of customers have serious trepidation towards adopting.

Advice of an expert

Any time my parents want to buy a new electronic device, they immediately call my husband, a gadget-gathering engineer, for his recommendation. He's helped them pick out TVs, tablets, smartphones and e-book readers and I'm sure he'll be on-call regardless of what incomprehensible tech is dreamed up in the future.

My husband's role in this case is that of an expert. Many consumers seek out the advice of an expert in order to simplify their own decision-making process. When a new product is complex or completely novel, it may be difficult for consumers to determine its value. They may need to use a considerable amount of resources in order to make the adoption decision on their own. Gathering information from others may be a shortcut to allowing them to quickly evaluate the value of the new product.

Informational influence is distinct from normative social influence, as discussed in the previous section. This distinction has been found to be particularly important when it comes to technology adoption.[13] In this case, the individual is influenced by the direct information received from the other person, beyond just the inferred cue from their own adoption of a certain product. There are two major categories of social information: expert opinions, who have more information about the product category, and average reviewers, whose information is relevant because they are comparable to the adopter in knowledge and needs.

The product's characteristics will help to determine whether the opinions of experts or peers are more relevant and a well-designed research program can identify what kind of information that consumers need about the product to be able to assess its value and what potential adopters see as likely sources, social or otherwise.

Universal elements

Although each new product is affected by social factors in different ways, there are universal elements that can be used for any research program that take into account the social factors influencing new product adoption.

Understand category perceptions. The social component of a particular product's adoption may be related to the product category or to the brand, especially if the brand is well-established. The first step of any research program should be to understand this fundamental relationship. Although we mostly think of this concept in terms of consumer products, businesses are not immune to social norms and social pressures. Remember the old adage, "Nobody ever got fired for buying IBM."

Define your goal. Don't assume that producing the highest adoption should always be your goal. Another factor, such as increasing sales for the whole product portfolio, improving profitability of another product, brand strengthening or the clear-cut standby of maximizing profit, may be more important. Understanding the reasons behind adoption will help you to design an effective research program to meet your goal.

Decide who to target. Identify the various persona types, such as change agents, opinion leaders and network hubs, that may be important to understand when meeting your objectives. Persona types may vary depending on the product in question – an opinion leader in consumer electronics may not be influential for a new fashion style, for example – so ensure that your research is tailored for your specific case. Although attitudes often trump demographics, you may only have demographics available in your CRM system. Make sure you plan both the research and the implementation phase to take this into account.

Pay attention to design. Exploring social influence is a difficult and delicate research area. No one wants to admit (nor do they necessarily believe) that they have been influenced by others. The researcher must often use indirect methods to get at some of the most pertinent results.

Identify potential roadblocks. So many things can inhibit the adoption of a new product, including both internal issues such as branding and company reputation, as well as market variables like salience by different social groups. The research needs to address both areas effectively.

Monitor progress frequently. Marketing innovative products is not a "fix it and forget it"-type of research program. Cross-sectional research should be used to continue to monitor awareness and social influence on non-adopters and to understand how potential adopters are getting their information. Consider "point of adoption" research as the innovation diffuses.

A success in the marketplace

Your new product may be straightforward or one that's fraught with many social cues. Either way, research into the social component of new product adoption can help make sure that the new product is a success in the marketplace.

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••• new product research

Working on the customer's behalf

How to align innovation teams

| By Kip Creel

snapshot

Kip Creel outlines several best practices for assembling, guiding and getting the most from product and service innovation teams.

Cross-functional teams are essential to product and service innovation. Any time there are people involved, the "fuzzy front end" will remain fuzzy. One of our clients calls this place "a simmering pot of ideas, opportunities, opinions, politics and fear."

A significant amount of literature exists on what it takes to build a culture of innovation and to keep the team aligned on overall goals and objectives. Little is written about what needs to be done specifically during voice-of-the-customer (VOC) studies and concept generation to enhance team cohesion. From our perspective, the customer's voice is the glue. His or her voice is the most important one in the room and it is our job to ensure the customer remains heard throughout the process.

In the front-end of innovation (FEI), significant dollars can be spent on understanding customer needs and filling the funnel with product concepts. The project team is under immense pressure to make the best use of these resources. Maintaining team alignment, effectively communicating the insights and opportunities and building team confidence are all vital functions of the team leader.

Over the past decade, we have identified several best practices to help align innovation teams during an assignment. There are many moving pieces and careful consideration is required of the people and the process.

Scope the project correctly

When discussing potential VOC projects, the conversation often starts with learning objectives. While important, they are not the most critical things to know before embarking on an expensive assignment. First and foremost, the project team needs to understand the business imperatives. For example, what is the overall innovation strategy or mandate and how does this project fit? Into which innovation platform does this potential project fall? What is the genesis of the platform and why is it a priority? If the project team has

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an understanding of the big picture – and what is important to senior management – team alignment is easier to achieve and maintain.

In addition to project parameters, there are two other essential components to establish while scoping a VOC initiative to ensure that everyone stays on the same page: success criteria and evaluation criteria.

Large-scale innovation assignments can be expensive. How will success be measured? How will the team articulate a return on investment to senior management, especially when the output is concepts?

We think innovation teams should be held accountable for delivering a specific number of well-developed product concepts. If 10 is the goal, most teams know what needs to be done to get there.

Further, as ideas and concepts emerge, against what criteria will they be evaluated? These assignments can generate hundreds of ideas. How will the team separate the wheat from the chaff? It is essential that the entire team be aligned on these criteria and that they buy into them at the time the project is being scoped. If they are not, there is a high probability that the team will not reach consensus on which concepts to advance in the pipeline.

Some teams can establish project parameters, success criteria and evaluation criteria with little effort. It is common, however, that some teams need a formal process to cross this important hurdle. That's where a scoping workshop is warranted.

The workshop is preceded with one-on-one interviews with each team member. This ensures the perspective of each team member is heard. In these interviews, we listen for an understanding of the strategic mandate, business imperatives, priorities and overall learning objectives. Results are compiled and we point out areas of agreement and disagreement.

From there, an in-person meeting is typically recommended. The starting point is a review of what was learned during the interviews. Team discussion and problem-solving are then facilitated to drive consensus on the project parameters, success criteria and evaluation criteria.

The workshop usually takes two to four hours and is an excellent use of time. It ensures that everyone is on the same page and builds excitement and momentum toward next steps. The workshop is also a great way to assess the team's readiness for a major VOC initiative. If, after the workshop, there is still palpable misalignment or trepidation, the plug can be pulled before significant dollars are spent on focus groups, ethnography, surveys and more.

Never remove the guideposts

An aggressively-timed FEI project usually takes eight weeks from start to finish and it is like stepping on a moving train. Once the project is scoped, there is generally a whirlwind of qualitative research to ascertain customer needs: ethnographies, focus groups and interviews. This can involve visiting multiple markets, oftentimes back-to-back. Things easily start to blur.

After validating needs, the timeline advances to ideation and co-creation. After ideation, teams can get overwhelmed with the volume of ideas generated.

When working with large project teams, the players can change from one phase to the next. This adds to the volatility. We've been involved in projects where a new team of people were thrown in midway who had little knowledge of the project scope or understanding of customer needs, requiring a delay in team ideation until everyone got up to speed.

Because of all of the moving pieces, it is critical to keep the constants visible throughout every step of the VOC assignment. The scoping phase yields three constants: project parameters, success criteria and evaluation criteria. Once established, the customers' needs become the essential glue.

If the team does not buy into customer needs or hasn't internalized them, then team cohesion will erode once they move into ideation and concept refinement. There are some simple things to keep the team focused on the overall project charter and customer needs. The first is to create a laminated sheet or pocket card, with that information printed on it, and give one to every member of the team. When new members come onto the team, they get a card. Because customers participating in ideation or co-creation need to know this information in advance, they too get a card. Also, each time a meeting is held, a wall poster is visible with the same information.

Visible and constant guideposts throughout the VOC assignment are very important to keep innovation teams aligned. This is especially important during concept generation and concept refinement where the sheer volume of ideas can be overwhelming. A mechanism has to be in place to govern the development of this information, so create a "parking lot" for extraneous concepts. When evaluating ideas, if one falls outside of project parameters or cannot be linked back to a customer need, then it goes into the parking lot.

Make it real

VOC involves actively listening to the feedback and ideas of your customers and ensuring the team has internalized them. Creating ways for the project team to immerse with the customer is the best way to internalize needs and to build team cohesion around solving them.

Somewhere along the way, someone in our industry issued a commandment that stated "During focus groups thou must always observe customers through a glass." Really? Why? The argument I heard was that the presence of the client in the room could bias the participants. I've never really witnessed this and oftentimes the most constructive feedback innovation teams get is when they communicate directly with customers. There is no better way to align a team than to throw them in the middle of a customer feedback session.

Immersion also applies to ethnography. By definition, the marketing research version of ethnography is a combination of observation, interviews and participation. The typical approach is to follow someone around, ask questions and videotape them in-the-moment. The best ethnographies occur when the project team can participate alongside the customer. It's not workable in all situations but if the opportunity arises, do it.

Granted, it is not feasible to immerse every member of the project team in the manners described above. When the number of customer/project team interactions will be limited, our suggestion is to immerse the right people. A great tactic is to immerse a person (or two) who will become the "needs champion" for the entire project team. Their job is to make sure that customer needs stay front and center at every team meeting. We've even created life-size cutouts of consumer personas (organized around needs and value drivers) and given them an actual seat at the table. When discussing issues, it's common for team members to ask "What would Sally [our fictitious consumer] want?" Perhaps a little corny to some, but it works.

As mentioned before, it is imperative that the entire team is fully aligned on customer needs prior to any ideation or concept refinement. In lieu of a PowerPoint presentation, organize a persona workshop. The goal is to hear what was learned during VOC and internalize it. The outcome is a set of customer personas designed by the team that are organized around customer needs and value drivers. Because they were designed by the team, there is generally significant buy-in.

During ideation and concept refinement, there are unique ways to blend the customer and innovation team. Having that customer in the room can be a tremendous equalizer and keeps the team focused on who (and what) really matters. When doing qualitative research, we always keep our eyes open for the "super participant" – someone who can clearly articulate needs, has good ideas and seems thoroughly engaged in the process. When feasible, that participant is invited to participate in ideation and concept-building. In effect, he or she is the customer representative for the innovation team.

In short, wherever you can make the customer part of the team, do it. It has a profound impact on building and maintaining team alignment.

Pace yourself, smartly

During an innovation assignment, some calculated pacing between specific phases can help maintain momentum and team cohesion.

Most innovation projects follow a similar path: project scoping, understanding/validating customer needs, ideation and concept-building and refinement. As it relates to pacing, there are specific recommendations during and between phases.

Scoping requires careful planning and should be done carefully and deliberately to ensure everyone is on the same page. This step may take several meetings, a formal workshop or other tactics but is the most important step in maintaining team cohesion throughout an innovation assignment.

The phase dedicated to determining customer needs typically takes the most time and usually involves qualitative research to hear and understand those needs. Quantitative research is used to validate their prevalence and priority among the target customer. Once the studies are completed, time is needed for the full team to digest and internalize the learning.

Once customer needs have been internalized, it is critical to move quickly to ideation. If too much time passes, there is a decay effect and teams start second-guessing themselves. Take advantage of the momentum coming out of qualitative and quantitative research. You'll be amazed at the results.

After ideation, attention turns to organizing and synthesizing raw ideas. Take your time with this. Get feedback from everyone on the team. Before you go into concept-building and refinement, poll your team on the winning "idea buckets" using the same set of evaluation criteria established at the very beginning. Try to establish some priorities on where you want to focus the team's efforts moving forward.

The most effective concept-building and refinement process is one that is designed to force the team to make trade-offs and collectively agree on which concepts will advance. During refinement workshops, we recommend an iterative process where idea buckets or preliminary concepts are fleshed out by small groups and then presented to a larger group for feedback. This results in the entire team having contributed the development of all concepts. After several iterations, consensus voting is then conducted to determine which concepts to advance.

If actual customers are involved in this process, they always get veto power. This prevents good ideas (from the customer's perspective) from dropping off if they fail to win the popular vote.

Once the concept-building and refinement process is completed, we recommend rapid development of the final concepts. Staffing an illustrator or designer in this phase can accelerate the process.

When the final concepts are finished, hold a team meeting to get their blessing on the concepts and submit them to quantitative testing as quickly as possible. Again, too much stalling (unless there is a really good reason) will erode team cohesion and momentum.

Use the brains in the room

When working with large innovation teams, you often wind up with very diverse personalities and skill sets. Not to be too stereotypical, but think about the people in marketing vs. research and development. A lot of naturally creative people are drawn to the marketing field. Those with strong problem-solving skills often find their way to research and development. Each, however, makes a unique contribution to the innovation function.

An innovation assignment requires a very diverse talent pool and its overall success depends on the right combination of people and process. Team alignment can be compromised when the wrong people are called upon at the wrong step in the process and when the process does not account for the differences in people.

Earlier I mentioned an important role of the needs champion. Did you know that there is a personality type that is hardwired to sense and internalize customer needs? It's true. In Myers-Briggs testing, that person would be labeled an SF, which stands for Sensing/Feeling and is the middle two letters of the four-letter score resulting from the test. We typically refer to them as storytellers.

Another style, the organizer (ST – Sensing/Thinking) is very process-driven and is the perfect choice to be the person keeping the internal team corralled and on-task.

During ideation, we want to make sure that each small group has at least one creative (NF – Intuition/Feeling) and one problem solver (NT – Intuition/Thinking). These two styles excel at generating original ideas and their presence will actually help those in the group who find brainstorming more difficult.

During concept-building and refinement, the problem solvers are at their best. This process requires a lot of small-group work and, when possible, you want the problem solver to lead the breakout session. He or she is excellent at synthesizing ideas and will help bring others along.

At the beginning of an innovation assignment, we recommend cognitive profiling of your project team. This gives the project owner insight on how best to leverage each team member throughout the process. We always make sure that each person knows his or her style and that the full team understands how the styles work best together. When team assignments are based on leveraging unique gifts and abilities vs. things like tenure and position, it goes a long way in building team cohesion.

Styles testing also encourages self-reflection. When you make someone aware of their natural impulses, they are more likely to keep those in check. The organizer, for example, can find ideation very frustrating because at times it seems like just a lot of spaghetti being thrown at the wall. Well, it is supposed to feel that way. If the organizer knows why they feel the way they do, they are more likely to let it go than disrupt the flow.

The best workshops and team meetings are designed to accommodate and maximize every style in the room. Activities can be designed that activate the left and right sides of the brain and tap into the potential of each style. If everyone feels connected to the process and that it accommodates their individual needs, this too, helps to boost team cohesion.

The best glue

Building and/or maintaining team cohesion is an important aspect of an innovation assignment. Keeping a team focused on customer needs is, without question, the best glue. Take the time to properly scope the project. Establish clear guideposts and make sure everyone knows the boundaries from the beginning. Keep these guideposts visible throughout the assignment. And, always look for opportunities to maximize the engagement and productivity of the innovation team and customer. Everyone has unique gifts and abilities and careful consideration is required to ensure that these gifts are being maximized to their fullest extent.

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Don't turn the page when I say 'Brand Tracking'

By Garrett McGuire, VP, Corporate Strategy

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Brand tracking. Those two words have the power to make hearts skip, sweat to bead, and pages to turn: "Turn it. Turn the page. Turn the page NOW." Subconscious actions are likely to steamroll my article. But that's okay, because this conversation is not only important, but also necessary.

While my days of being a corporate researcher are a short, distant memory, I still feel the anxiety of my brand tracker lingering with me. It's like a mind ninja that keeps attacking ... I can't seem to shake it, even as I write this article nearly one year later.

My tracker was filled to the brim: it took 45 minutes to get through. It investigated, mapped, and dissected 10 competitors, several markets, and segments. The report came with data and data and more data. Given the short turnaround time from fielding to analysis, it was hard to expect (and demand) a story. But, I did. Partly because I saw it as my job to provide the most "insight" possible from the research, and mostly because I had higher expectations of my tracker than my tracker could possibly deliver.

My painful discomfort from brand tracking stems from the data not being able to address the questions of my C-suite. Their investment in tracking was significant and their need for "actionable insights" was non-negotiable. They wanted to know the whats, whys, recommendations, the strategies, and the details. Shopping experience, satisfaction, loyalty, NPS ... If those metrics took a dive, there would have been no way for me to map to a reason and therefore no way to influence change. We would have needed to conduct another phase of research to flesh out the details.

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My discomfort in tracking was rooted in my inability to be a business consultant, an advisor. When I finally had my oversized leather seat at the oak table in the well-lit and history-laden boardroom, I couldn't deliver the expectations of my internal clients. As a researcher, that's hard to admit. It's harder to experience.

In one shining moment of glory, my tracker did deliver. In one market and for one competitor, my tracker quantitatively exposed a barrier to visits. The barrier was abstract and lacked clarity, however. (Out of respect, I won't publish the barrier.) When I asked my tracking team to dive in, they incorporated a Quester Conversation, to gain greater detail and explanation. These conversations – designed by moderators, conducted by artificial intelligence, and linguistically analyzed – are integrated (seamlessly) into the survey for every single respondent. So in that moment, while that person was thinking about it, we were able to ask the questions that exposed the granularity I needed to provide an action-plan for my internal clients.

Quantitative metrics are absolutely necessary to tracking. Similarly, qualitative depth is absolutely needed to make more abstract ideas actionable. To bring brand tracking to its full potential, we need a new frame of mind coupled with a research capability custom tailored to it.

Expect Answers

Tracking is not just about the data. Over the years, I think we've just come to accept that tracking can't answer all the questions: "It will be long, and tedious and provide a lot of information, but it will not provide answers – that's another study." For tracking to be successful in the near future, we need to start expecting that answers can, in fact, come with tracking ... In the same study, at the same time. Incorporating Quester Conversations into tracking studies is certainly helping many companies see the value of quanti-qual brand tracking.

Be a Family Doctor (Not an E.R. Surgeon)

First of all, when it comes to human anatomy, I trust a doctor because they have all the information they need about my body to make sure that I'm healthy. If you went to the doctor and she said: "Not looking good. You have another quarter to live. We probably should have been tracking your blood pressure." That probably wouldn't go over well. You are your brand's doctor and that's how your internal clients see you. They expect you to identify, define, and track the vitals of their brand's health. If those metrics move, it's up to you diagnose the problem and prescribe a medication. Don't wait until it's late and your team has no chance to course-correct. Be a preventative family doctor, known as a brilliant diagnostician, not an E.R. surgeon.

Be the Chief Strategy Officer

I once joked that my marketing team wanted me to do all their work for them. But, you know, that's exactly how I should have been thinking about it. I was not there to simply collect data and report numbers. I was there to influence change. To do that, I should have put myself in their shoes. I should have read the report and asked "What action should I recommend from this? What exactly would I be able to do?" By simply changing your frame of reference from a researcher to a Chief Strategy Officer, you'll bridge the gap between your work and the marketing team or the C-Suite.

With all the (understandably) negative press about brand tracking in the recent years and my own share of not-so-grand experiences, it has people like me thinking about solutions. Some companies will continue with status quo quantitative tracking without qualitative exploration into key ideas. That's unfortunate and it's a poison to the value brand tracking can hold. Some companies may offer to do only qualitative tracking – talking to many people over time and then running the conversations through text analytic programs, but you need a constant, reliable monitoring of brand metrics. Is that even realistic for your company? Tracking qualitative conversations without quantification?

As you may have heard, Quester recently expanded its research portfolio by adding Ilene Lanin-Kettering, Ph.D., to the team. This recent expansion allows Quester to provide complete brand tracking solutions for end-clients. For clients, that means a detailed and granular story in the areas that matter most from tracking. It means front-to-back consultation on a quanti-qual research design that is going to answer more questions than you (and your internal clients) could imagine. This is more than just adding a static open end, which provides superficial diagnostics at best. This is an interactive conversation, so you get to the root of the problem rather than stopping at the stalk.

By incorporating Quester Conversations into quantitative tracking, researchers will know the answers to the most important questions. Not just the data – the answers – the whos, and the whats (and whens, and wheres) – but, for the first time, also the WHYs. You'll be able to explain exactly what changed, the reasons behind it, and then – thinking like a doctor or a Chief Strategy Officer – you'll be able to offer the prescription to fix it, to tell the marketing team exactly what they need to do and the best way to do it.

See? Tracking doesn't need to be terrible. It can be powerful. It's just needs a fully integrated, quanti-qual approach to take it that extra step, to set the stage for brilliant diagnostics. To make that comfy leather bound chair actually a comfortable place to be.

About Quester

Quester creates deep one-one-one online conversations that are designed by moderators, conducted by artificial intelligence, and analyzed by trained linguists. They're blasted out to big samples and seamlessly incorporated into every survey, for every person. For researchers, that means finally seeing data with depth ... and depth at scale. Best of all, it means we can all stop settling with status quo marketing research. Learn more at www.Quester.com.

Names of Note

In Memoriam...

■ **Madeline McMahon**, director of strategic market research at the San Francisco office of Double Helix US, died suddenly on June 7th after a cerebral hemorrhage. She was 35 years old.

■ **Jean-Marc Leger**, president of the *Research Intelligence Group*, Montreal, was elected head of the *Worldwide Independent Network of Market Research* at its annual conference held in Montreal.

■ Port Washington, N.Y., research company *NPD Group* has hired **George Terhanian** as group president and chief of analytics and research.

■ Horsham, Pa.-based *Symphony Health Solutions* has named **Robert Gabruk** senior vice president, customer success and insights.


Gabruk

■ *Relish Research*, London, has hired **Kajel Patel** as account director, **Rachel Cox** as research manager and **Sunjeet Sandhu** as qualitative field manager.

■ *Research Now*, Plano, Texas, has hired **Ed Russo** as senior vice president of marketing for the Americas.

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■ Shelton, Conn., research company *SSI* has hired **Marlies Kerklaan** in its Rotterdam office as managing director for the Benelux region.


Kerklaan

■ Pembroke Pines, Fla., marketing company *DAS Group* has appointed **Emma Sergeant** as president of DAS Europe.

■ **Brian Lamar** has joined *EMI Research Solutions*, Cincinnati, as director of insights.


Lamar

■ **Bryony Pearce** has joined *DJS Research Ltd.*, Cheshire, U.K., as a marketing assistant.

■ **Michael O'Hanlon** has joined *RTi Research*, Stamford, Conn., as vice president, survey programming.


Frost

■ *Directions Research Inc.*, Cincinnati, has hired **Ben Frost** as vice president of client service and **Traci Frommer** as multimedia specialist. Also, **Heather Hutzel** has been promoted to research analyst.


Frommer


Hutzel

■ **Lon Zimmerman**, president of *Zimmerman Marketing Research*, St. Louis, received a Lifetime Achievement Award from the *American Marketing Association*-St. Louis Chapter.

■ Lombard, Ill., marketing company the *Carlson Group* has hired **Erico Hara** as senior industrial designer.

■ **Matt Inman** has joined *Maritz Research*, St. Louis, as senior director, strategic consulting.

■ Hampshire, U.K., firm *eDigitalResearch* has hired **Lukasz Suleja** as senior software engineer and **Ben Fullick** as software engineer. Also, **Angelos Devletoglou** was promoted to director of technical operations. **Nada Gillard**, the firm's research director, has been appointed to lead its new panels and communities insight team. And **Lucy Russell** has joined the team as panel project manager.

■ *MMR Research Worldwide*, Oxfordshire, U.K., has appointed **Suzanne Hernandez** as U.S. head of business, based in New York.

■ *Voodoo Research*, London, has appointed **Alex Duckett** as a junior partner.

■ *Edelman Berland*, the Washington, D.C., research division of public relations firm Edelman, has hired **Maurice Selg** as vice president and **Cécile Nathan-Tilloy** as senior vice president Europe. Both will be based in the London office.

■ Paris research company *Toluna* has promoted **John Bremer** to group chief research and strategy officer.

■ London research firm *BDRC Group* has appointed **Richard Sheldrake** to the newly-created position of chief operating officer.

■ New York research firm *Open Mind Strategy* has hired **Caitlin Korn** as business development director.

■ **David Cooperstein** has joined

Simulmedia, a New York media company, as chief marketing officer.

■ **Ted Donnelly**, managing director of *Baltimore Research*, has been appointed chairman of the board of directors of the *Marketing Research Association*.

■ Kansas City, Mo., research firm *Insights Meta* has hired **Michael Klotz** as the senior vice president of ninja services.


Barrett

■ Nashville software firm *Consensus Point* has hired **John Barrett** as vice president of business development; **Brad Bratcher**, director of services for HealthStream clients; **Keith Johnson**, senior software engineer; and **Todd Rode**, director of client services for market research companies.


Bratcher


Johnson


Rode

■ *AskingCanadians*, the research branch of Toronto marketing firm Delvinia, has promoted **Raj Manocha** to senior vice president and **Angela Lau** to director of operations. Also, **Roy Gonsalves** joined the firm as vice president of sales.

■ London marketing company *MEC* has appointed **Jonathan Edwards** as regional director, analytics, data and technology lead for Asia Pacific.

■ *Research Rockstar*, Southborough, Mass., has hired **Lisa Huang** as director of training operations and promoted **Nancy McAndrews** to director of consulting services.

■ *TVB*, the nonprofit trade association of the U.S. commercial broadcast television industry, New York, has named **Hadassa Gerber** as senior vice president, chief research officer.

■ London research firm *Cello Health Insight* has hired **Dan Brilot** as digital director.

■ **Harley Augustine** has joined Melbourne marketing firm *FutureBrand Australia* as executive director of strategy.

■ London market research company *YouGov* has promoted **Paul Marshall** to director in the media and technology team and **Simon Mottram** to lead consulting director. In addition, **James Starkie** has rejoined the firm as business development consultant in the reputation team.

■ Wayne, Pa., recruitment and transcription firm *Focus Forward* has appointed **Ali Dervin** to the position of director, qualitative services.

■ Los Angeles software company *MarketShare* has hired **Lucien van der Hoeven** as executive vice president for Europe, the Middle East and Africa.

■ **Steven Maskell** has joined London research firm *Illuminas* as senior vice president in the New York office.

■ *Fox International Channels*, Paris, has promoted **Christian Brent** to senior vice president of global research and audience strategy. He will head all audience research for Europe, Africa, Latin America and Asia Pacific.

■ Austin, Texas, research firm *TrendKite* has named **Erik Huddleston** as CEO.

■ *Adelphi Research UK*, Cheshire, U.K., has promoted **Caroline Coe** and **Jo Thompson** to research director and **Emma Tweats** to research manager. Also, **Kris Barker** has joined as a research manager and **Steve Loasby** as a research executive.

■ *NPD Group Inc.*, a Port Washington, N.Y., research firm, has promoted **Steve Coffey** to its new position of chief innovation officer.

■ *MarketVision Research*, Cincinnati, has hired **Melissa Janssen** as a research assistant in the Philadelphia office and **Tony Petrosino** as vice president, business development, in the Dallas/Ft. Worth office.

■ *Impact Research*, London, has appointed **Mina Odavic** as business development manager.

■ *On Device Research*, London, has hired **Nader Kobeissi** as managing director for the MENA region, launching the company's new Dubai office. The firm has also tapped **Jen Nee Chew** as client service director, based out of Singapore.

■ *Marketing Workshop*, a Norcross, Ga., research company, has hired **Leah Hunt** as marketing research associate.

■ **Amanda Boote** has joined *Data Liberation*, a London technology company, in the new position of sales and marketing director.

■ Kent, U.K., research company *Facts International* has hired **Emma Rose** as associate director and has promoted **Lynsey Clayton** to research executive.

■ Winchester, U.K., research firm *Marketing Sciences* has appointed **Deborah Hall** as an associate director in its retail division.

■ *MarketVision Research*, Cincinnati, has promoted **Kara Dorbecker** and **Heidi Mueller** to research director.

■ *IDC Retail Insights*, a Framingham, Mass., research firm, has appointed **Miya Knights** as senior research analyst.

■ **Susan Ganeshan** has joined *Clarabridge Inc.*, a Reston, Va., software company, as chief marketing officer.

■ Chicago software company *Centro* has hired **Gunnard Johnson** as senior vice president of data and analytics.

■ In the Philadelphia office of research firm *MRops*, **Tim McCarthy** has been named vice president, project management. In the London office, **Matthew Brown** has joined as executive director. And in Hong Kong, **Mami Anzai** has been named senior project manager.

■ *W5 Inc.*, a Durham, N.C., research firm, has named **Anna Lawton** practice consultant.

Research Industry News

News notes

■ Six Rwandan women have become the first **Market Research Society** (MRS)-certified qualitative researchers in their country. They compose the **Girl Research Unit**, an initiative started by Girl Hub Rwanda in partnership with MRS and 2CV, a London-based research company.

■ The **U.S. Media Rating Council** has asked Portland, Ore., research company **Rentrak Corp.** to stop using the term "census-like" to describe its national and local television measurement services. Rentrak will now call its services Rentrak Local and Rentrak National and include the phrase "information based on massive and passive TV measurement footprint." The description change does not apply to the Rentrak measurements of movies and video-on-demand services.

■ **Facebook**, San Francisco, has announced that it will begin tracking users' behavior on other Web sites as well as its own. The change is aimed at allowing Facebook to target advertising more effectively. An opt-out will be available, in addition to an option to see why an ad has been sent to the user and to edit the user's advertising profile.

■ The **U.S. Secret Service** has posted a work order for analytics software which can synthesize large sets of social media data and visually present the data. The software must also be able to detect sarcasm and false positives. The new software will allow the Secret Service to create its own system for monitoring Twitter, rather than continuing with the current FEMA Twitter analytics.

quirks.com/articles/2014/20140813

■ The **Central Intelligence Agency** (CIA) has launched Facebook and Twitter accounts, using the @CIA Twitter handle. The CIA currently has a Web site and Flickr and YouTube accounts but the Facebook and Twitter additions are designed to more directly engage with the public and provide information on the agency.

■ **Adobe Digital Index** reported that the number of users of Google's Chrome browser surpassed users of Microsoft's Internet Explorer for the first time. An April, 2014 study found Chrome holding 31.8 percent of U.S. market share, followed by Internet Explorer with 30.9 percent and Apple's Safari browser in third with 25 percent. The percentages were based on Web traffic sampling of both desktop and mobile devices from 10,000 U.S. consumer-facing Web sites.

■ Changes in U.K. copyright laws, effective June 1, allow data mining of online journals and postings. Online content can be copied provided the research is for non-commercial purposes, users have access to the content and the researchers acknowledge the original work.

■ In the first four days after the European Court ruled that individuals had a "right to be forgotten," **Google** received approximately 41,000 requests for removal of Internet information and continues to receive 10,000 requests daily. London newspaper *The Guardian* reported that in future search results Google will flag entries that have been removed but Google did not confirm this.

■ **ComScore** will settle its class action lawsuit by establishing a $14 million fund. The settlement also included a requirement that comScore alter its privacy policy and implement specific privacy protocols. The lawsuit, filed in August 2011, alleged that the company had obtained personal information from computers by including its tracking software with other programs, such as screen savers or games, and had intercepted personal information such as phone numbers, Social Security numbers, usernames, passwords and credit card numbers.

■ San Francisco TV station **KTSF** will be the first company to have the number of its mobile device viewers added to its ratings figures. New York researcher **Nielsen** will integrate its software with the applications of **Syncbak**, a Marion, Iowa, software company.

Acquisitions/transactions

■ **Kantar Media**, a London research company, has acquired a majority stake in **Precise Media Group**, a London communications company which provides monitoring and evaluation services to the public relations and communications industries.

■ London marketing company the **Engine Group** has acquired the **Intelligence Group**, a Los Angeles marketing firm and will merge the Intelligence Group with its creative and consumer agency Noise.

■ Chinese Internet company **Alibaba** will acquire **UCWeb**, a Chinese Web browser company, and merge it into its UC Mobile business unit.

■ **FoneWorx** has bought a 44 percent stake in fellow Johannesburg research firm **Livingfacts**. Livingfacts will continue to operate as a separate entity but FoneWorx will have a seat on its board.

■ Stamford, Conn., research company **FocusVision** has purchased **Revelation**, a Portland, Ore., research firm. The Revelation Next mobile and Web qualitative research apps will be incorporated in the FocusVision suite of live videostreaming products. Revelation founder Steve August will join FocusVision as chief innovation officer as the two businesses will merge to form one company.

■ **Marin Software**, San Francisco, has acquired **Perfect Audience**, a San Francisco marketing company, in a cash and stock deal valued at $25.5 million. The Perfect Audience team will move to Marin's offices.

■ **Facebook** has purchased **Pryte**, a mobile data firm in Helsinki.

■ Portland, Ore., Internet company **Chirpify** has acquired **Measureful**, a marketing company also in Portland. The Measureful team will move into the Chirpify facilities and Measureful CEO and founder John Koenig will become vice president of product.

■ **Cloudera**, San Francisco, has acquired fellow software company **Gazzang**, Austin, Texas, for an undisclosed sum.

■ **Leger**, a Montreal research firm, has become a minority stockholder and partner of Montreal Internet company **imarklab**. The imarklab team will move to Leger's head office.

■ Nuremberg, Germany, research company the **GfK Group** has become the majority shareholder in **Genius Digital**, a Bath, U.K., research company.

■ Chicago Internet company **Viewpoints** has agreed to acquire **PowerReviews**, a San Francisco Internet firm, and to unite under the PowerReviews brand. Matt Moog will continue as CEO and Jim Morris, founding CTO of PowerReviews, will become CTO of the new company. The company will be co-located in Chicago and San Francisco.

■ New York research company **Millward Brown** has acquired **EffectiveBrands**, an Amsterdam marketing strategy firm, and will combine it with Millward Optimor, its strategy consulting unit, to form Millward Brown Vermeer. The new division will be led by Mario Simon as CEO and EffectiveBrand founders Frank van den Driest as chief commercial officer and Marc de Swaan Arons as company CMO.

■ Cambridge, Mass., software company **RapidMiner** has acquired Budapest, Hungary, analytics specialist **Radoop**. Terms of the deal were not disclosed. Radoop has partnered with RapidMiner for the past two years and will now become its big data division, with founder Zoltán Prekopcsák as vice president.

Alliances/strategic partnerships

■ WPP-owned New York marketing firm the **Data Alliance** has partnered with **Factual**, a Los Angeles Internet company. The partnership will allow WPP companies to use Factual data which maps the location of mobile phones to physical places and to integrate the data into insights and analytics.

■ London mobile marketing company **Somo** has partnered with New York marketing company **Medialets** to use Medialets' Servo platform in tracking mobile ads.

■ **AquaOrange**, a Bangkok research company, has formed a joint venture with **Mediabiz Creative**, a communications firm in Kuala Lumpur, Malaysia.

■ **Lieberman Research Worldwide**, Los Angeles, is partnering with **Beyond Verbal**, a Tel Aviv, Israel, software company. The collaboration is aimed at combining Lieberman's emotion analytic technology with Beyond Verbal's Pragmatic Brain Science Institute, which has an existing portfolio of brain science software and techniques.

■ **Market Publishers Ltd.**, London, and **IRPN Research**, New Mumbai, India, have formed a partnership authorizing MarketPublishers.com to distribute and sell IRPN Research's research reports.

Association/organization news

■ **The Qualitative Research Consultants Association**, St. Paul, Minn., is offering a Young Professionals Grant to attend the association's 2014 annual conference in New Orleans. The closing date for applications is August 14. Additional information is available at www.qrca.org/ypg.

■ **Angus Reid**, co-founder of Vision Critical, a Vancouver, B.C., research company, is retiring from the firm in order to set up an independent public opinion research organization, the **Angus Reid Institute**. Similar to the U.S. Pew Research Center, Washington, D.C., the Institute will conduct public opinion polling, demographic research and other social science research to inform the public, press and policymakers.

■ **The Marketing Research Institute International**, Athens, Ga., received the 2014 Impact Award from the Marketing Research Association.

■ **The Market Research Council** has inducted Gayle Fuguitt, CEO and president of the Advertising Research Foundation, into its hall of fame.

Awards/rankings

■ Paris research company **Ipsos** received the **Marketing Research and Intelligence Association** Best Integration award for its project with the RBC Royal Bank. Also, Ipsos and the city of Calgary were presented with the Public Policy Impact Award, given for a research project with a demonstrable public policy impact.

■ **Merrill Dubrow**, president and CEO of Dallas-based M/A/R/C Research, received the Meritorious Service to Market Research Award from the **Marketing Research Association**.

■ The student team from the **University of Texas at Austin** won the Ad-ology Research award for Best Use of Marketing Research at the **American Advertising Federation** national conference. Competing teams were judged on their use of market research in an integrated marketing campaign for Mary Kay Cosmetics.

■ The **Research Liberation Front** recognized seven market researchers with Ginny Valentine Badge of Courage awards, designed to acknowledge individuals who overcame long odds to produce great market research. One of the recipients, Catalina Garcia of UNE EPM Telecomunicaciones, Medellin, Colombia, was attacked while interviewing in a Medellin barrio.

■ Research company **Millward Brown** Hong Kong, has won the "Research Agency of the Year of 2014 – Silver" at **Marketing Magazine's 2014 Awards Night.**

New accounts/projects

■ **SKO**, the television audience measurement service for the Netherlands, has contracted with London research company **Kantar Media Audiences** to measure commercials on a range of digital platforms, beginning with online video campaigns.

■ New York researcher the **Nielsen Company** has been named the market research supplier for the **2016 Olympic and Paralympic games**, to be held in Rio de Janeiro.

■ **Research Bods**, Leeds, U.K., has been selected as research partner by ***HELLO!*** magazine, London.

■ Portland, Ore., research company **Rentrak** and **Fox Television Stations** announced that Rentrak will provide its local market television rating services to all FOX-owned television stations, which includes 28 stations across 18 markets from New York City to Gainesville, Fla. Separately, Los Angeles television stations **KCBS** and **KCAL** have contracted with Rentrak for its local ratings services.

■ **Research and Marketing Strategies**, Baldwinsville, N.Y., has been approved by the **Center of Medicare and Medicaid Services** as a 2014-2015 survey administrator of patient care surveys for accountable care organizations.

New companies/new divisions/relocations/expansions

■ **B2B International**, a Manchester, U.K., research company, has opened its eighth office, in Dusseldorf, Germany. It will be headed by general manager, Claudia Knod.

■ London research company **Verve** has opened an office in Iasi, Romania, headed by Eugen Tuchendria.

■ **Kantar Media**, New York, has expanded its Target Group Index consumer insights business to the U.S., with Leslie Albright as head.

■ Sydney marketing company **Crossmark** has launched Shopper Republic, a specialist shopper marketing division aimed at combining analytics and field intelligence to help clients develop retailer-specific strategies.

■ Hollywood, Calif., research firm **Worldwide Motion Picture Group** has closed, but its CEO, Vincent Bruzzese, has opened a similar company, **C4**.

■ London research company **Brass Insight** has changed its name to **Trinity McQueen** as part of its separation from its parent company, Brass.

■ Barcelona, Spain, research company **Netquest** has opened a Lisbon, Portugal, office which will be led by Madalena Santo.

■ Salt Lake City software company **Mindshare Technologies** and its Empathica division have united under the InMoment name.

■ New York based **Radius Global Market Research** has opened an office in Dubai, led by research director Nitin Ladva.

■ London insurance specialist company **Litmus Analysis** has launched a market research venture, Litmus Research Associates. Robin Dicks has been hired to head the division.

■ Princeton, N.J., research firm **ORC International** has opened an office in Sevres, southwest of Paris. Anne Lavielle will head up the new operation.

■ **Mruk**, the Manchester, U.K., social research branch of RS Consulting Group, a London research firm, has opened a new office in Glasgow, Scotland.

■ James Fergusson has opened a mobile and digital insights agency, **Mobile Digital Indaba**, in Melbourne, Australia with offices in Singapore and Cape Town, South Africa. Clive Little will lead the Singapore office and Kirsty Smit will head the Cape Town office.

■ **The Starr Conspiracy**, a Fort Worth, Texas, marketing firm, has opened a San Francisco office, which will be led by partner Steve Smith.

■ San Francisco marketing firm **AdRoll** has relocated to Dublin.

■ London technology firm **Retail Insight** has opened an office in Sydney, Australia, to be headed by Peter Goggin.

■ Kathy King and Janet Chambers have launched **Sparkle**, a London recruitment agency for qualitative and quantitative market research.

■ **Maritz Loyalty Marketing**, Ontario, Canada, has rebranded as Bond Brand Loyalty.

Research company earnings/financial news

■ Portland, Ore., research company **Rentrak Corp**. reported a 40 percent increase in its fiscal fourth-quarter revenue to $21.6 million. The revenue for the full fiscal year, ending March 31, was $75.6 million, an increase of 34 percent.

■ London research company **Illuminas** recorded a 27 percent increase in revenue for the year ending February 2014.

■ Austin, Texas research firm **TrendKite** has completed a $3.2 million Series A funding round, which will be used to expand its big-data processing infrastructure and expansion of its sales team.

CALENDAR OF EVENTS

••• can't-miss activities

Worldwide Business Research will hold its flagship conference, "eTail East," on August 11-14 at the Philadelphia Marriott Downtown. Visit www.etaileast.com.

featured

Visible will host a complimentary Webinar, themed "Six Ways Researchers Should Use Social Data," on August 12 at noon CDT. Visit http://bit.ly/1yy8kHG.

The 2014 Pharma CI Conference and Exhibition will be held on September 9-10 at the Hilton Parsippany Hotel in Parsippany, N.J. Visit http://pharmaciconference.com.

Marcus Evans will host a conference, themed "Consumer Insights and Analytics," on September 10-12 in Amsterdam. Visit www.marcusevans.com.

The Marketing Research Association, **Quirk's** and the **Market Research Executive Board** will host the Corporate Researchers Conference on September 17-19 in Chicago. Visit http://crc.marketingresearch.org/index.cfm.

The Merlien Institute will hold a conference, themed "Market Research in the Mobile World Europe," on September 23-26 in Berlin. Visit www.mrmw.net/europe.

Strategy Institute will hold a conference, titled "Customer Experience Strategies Summit," on September 24-25 in New York. Visit www.digitalcustomerexp.com.

IIR will hold its North American Consumer Insights Event on September 29-October 1 at the Ritz Carlton in Toronto. Visit www.iirusa.com/consumerinsights/home.xml?registration.

The Council of American Survey Research Organizations will hold its annual conference on September 29-October 2 in Denver. Visit www.casro.org.

Worldwide Business Research will hold a conference, themed "Luxury Interactive," on October 1 in New York. Visit www.luxuryint.com.

The Qualitative Research Consultants Association will hold its annual conference on October 15-17 at the Hilton New Orleans Riverside in New Orleans. Visit www.qrca.org.

The Product Development and Management Association will hold its annual Product Innovation Management Conference on October 18-22 in Denver. Visit www.pim.pdma.org.

The Pharmaceutical Marketing Research Group will hold its annual meeting of The PMRG Institute on October 19-21 at the Hyatt Regency in New Brunswick, N.J. Visit www.pmrg.org.

IIR will hold its annual conference, "The Market Research Event 2014," on October 20-22 at the Boca Raton Resort and Club in Boca Raton, Fla. Visit www.iirusa.com/research/event-home.xml#.

Research & Results will hold its annual conference on October 22-23 at the MOC Convention Center in Munich, Germany. Visit www.research-results.com.

Worldwide Business Research will hold its mobile shopping conference on October 28-30 at The Wigwam, Litchfield Park, in Phoenix. Visit www.mobileshoppingspring.com.

Worldwide Business Research will hold a conference, themed "Next Generation Customer Experience," on September 15-17 in Toronto. Visit www.cxcanada.wbresearch.com.

The Neuromarketing Science and Business Administration will hold a conference, titled "Neuromarketing Theory and Practice," on September 23-24 in Madrid. Visit www.neuromarketingtheorypractice.com/events.

Global Executive Events will hold a conference, themed "Unleashing Data Summit: Innovations in Market Research and Customer Insights," on October 29-30 in New York. Visit www.globalexecutiveevents.com.

The 13th Annual Text Analytics Summit West conference will be held on November 4-5 at the Hotel Kabuki in San Francisco. Visit http://textanalyticsnews.com/west/.

Worldwide Business Research will hold a conference, themed "ProcureCon for Digital and Marketing Services," on November 15-17 in Dallas. Visit www.procurecondm.com.

The Strategy Institute will hold its Digital Marketing for Financial Services Summit on December 9-10 in New York. Visit www.financialdigitalmarketingus.com.

Corp Events will host its annual conference, themed "Data Marketing 2014: Unlocking the Power of Your Customer Information," on December 10-11 at the Eaton Chelsea Hotel in Toronto. Visit www.datamarketing.ca.

The 2015 Pharma Market Research Conference (U.S.) will be held on February 4-5 at the Hilton Parsippany Hotel, Parsippany, New Jersey. Visit http://pharmamarketresearchconference.com.

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

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BEFORE YOU GO ••• issue highlights and parting words

••• cover-to-cover

Facts, figures and insights from this month's issue

page 8

Roughly 90 percent of value/dollar store customers plan to continue shopping the channel even if their current economic situation improves.

page 20

More than eight in 10 Millennial moms reported simultaneously going online while watching TV with their children.

page 37

Once minimal awareness levels are achieved, seeing more ad executions has a much greater persuasive power than seeing the same executions multiple times.

page 43

The ability to integrate neuroscience techniques in marketing research is highly dependent on ease of implementation.

page 80

There are two other essential components to establish while scoping a VOC initiative to ensure that everyone stays on the same page: success criteria and evaluation criteria.

Will we see you in September?

For the fourth year in a row, Quirk's, along with the Marketing Research Association and the Market Research Executive Board, is sponsoring the Corporate Researchers Conference on September 17-19 in Chicago, an event designed for corporate research practitioners, directors and executives supported by research and related services providers. The event will include presentations on leading the corporate research function, directing marketing research projects and real-world research. We hope to see you there! For more information visit crc.marketingresearch.org/quirks.

Coming in the October Quirk's

••• health care research

A report on the value of conducting research with (and considering the viewpoints of) disease caregivers when undertaking health care or pharmaceutical research.

••• pharmaceutical research

A case study based on a quantitative research study for a pharmaceutical company that developed an iPad app for use by clinical specialists.

••• customer satisfaction research

CFI Group will examine findings from its study of the factors that influence consumers' choices of where to do their banking.


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A McMILLION COMPANY
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Behind every project is the power of MindField technology and 35 years of market research experience.
Mobile Optimized, Online Programming with Beacon by Decipher
Software/Panel Integration for Superior Sample Management
IQD Electronic Countermeasures for Realtime Data Quality Assurance
Social and Mobile Enhanced Panel Engagement for Superior Performance
pet owners
physicians
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