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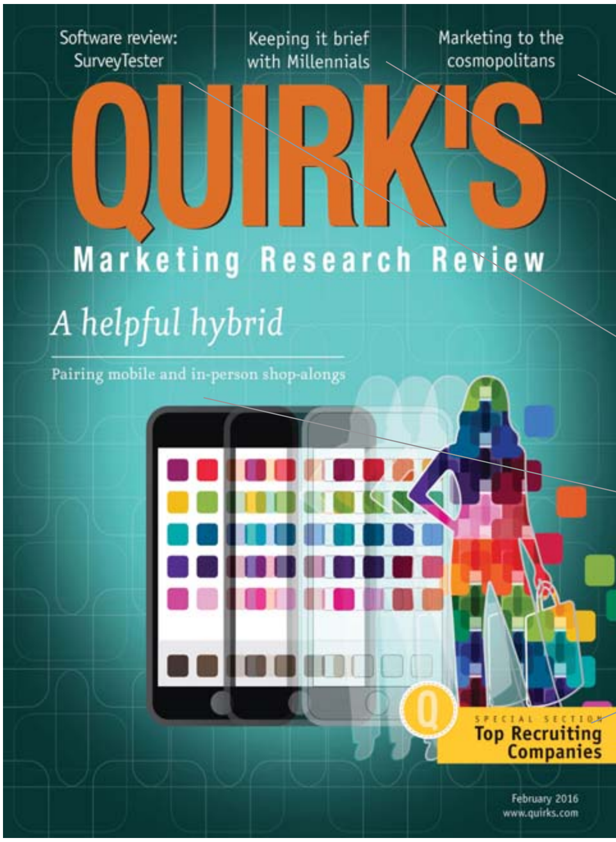

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Quirk's Marketing Research Review
4662 Slater Road | Eagan, MN 55122
651-379-6200 | www.quirks.com

Publisher • Steve Quirk
steve@quirks.com | x202

Editor • Joseph Rydholm
joe@quirks.com | x204

Digital Content Editor • Emily Koenig
emilyk@quirks.com | x210

Circulation Manager • Ralene Miller
ralene@quirks.com | x201

Production Manager • James Quirk
jim@quirks.com | x206

Directory Sales • Ilana Benusa
ilana@quirks.com | x213

V.P. Sales • Evan Tweed
evan@quirks.com | x205

Sales • Lance Streff
lance@quirks.com | x211

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••• social media

Join in the conversation!

We have always worked to use our Twitter presence to connect with our audience, share our latest articles and blogs and give live updates from the numerous events we attend throughout the year. Last year we were excited to tweet live from the inaugural Quirk's Event and we can't wait to share snippets from the event again this year as we return to Brooklyn, N.Y., on February 23 and 24!

Don't forget to join in on the discussion using #QuirksEvent! If you haven't already, follow us on Twitter at @QuirksMR for tidbits before, during and after the gathering.

••• Quirk's online

Subscribe to the Queue

Looking to receive more in-depth news from Quirk's? Subscribe to the Daily News Queue and receive information on the latest product launches, legal news, financial reports, personnel changes, mergers, acquisitions, new companies and more. The Queue's audience has enjoyed receiving the latest in MR and we've enjoyed taking the news stories that hit our desks to the press as quickly as possible!

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// E-newsworthy

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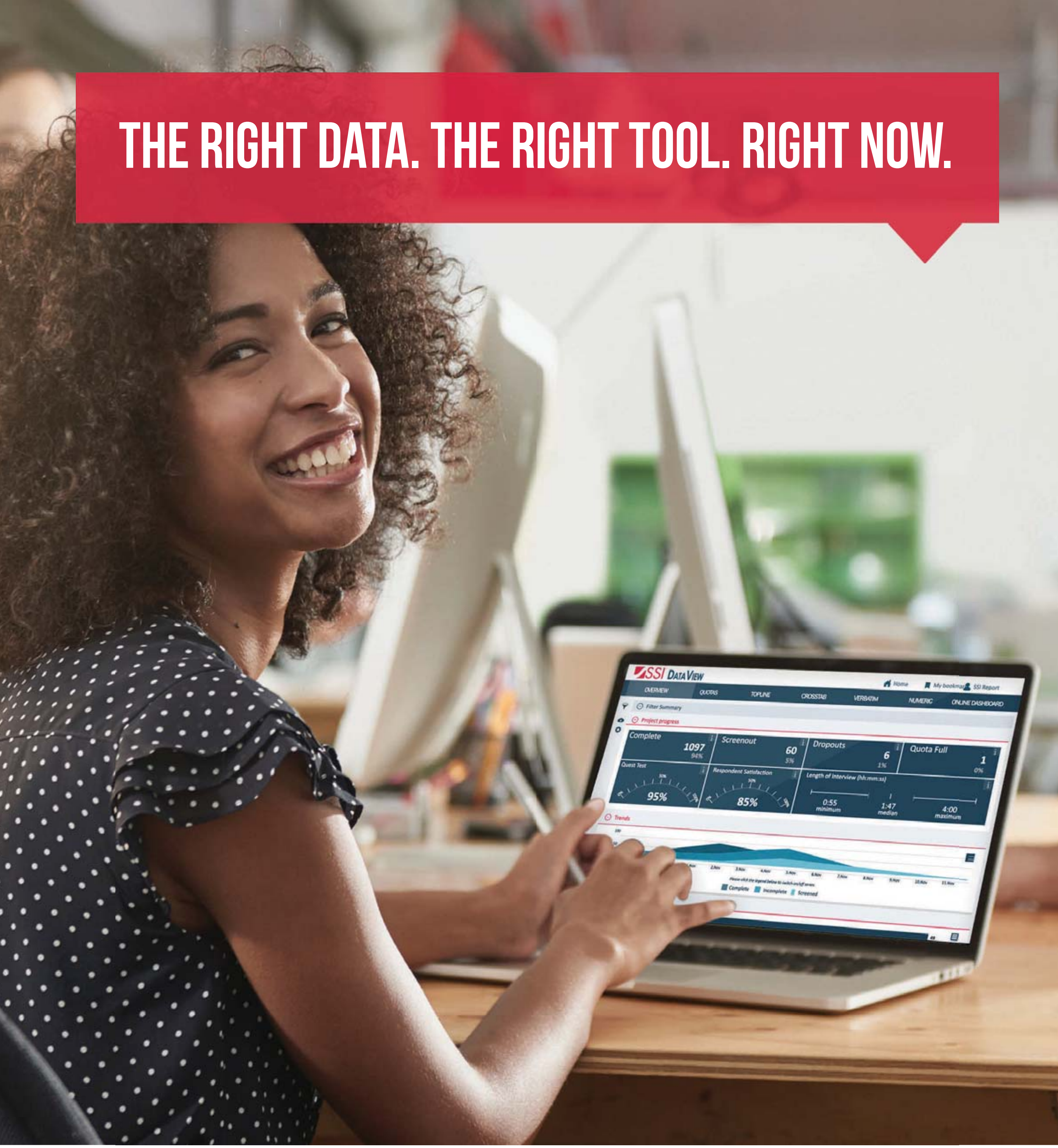
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OVERVIEW
QUOTAS
TOPLINE
CROSSTAB
VERBATIM
NUMERIC
ONLINE DASHBOARD
Complete 1097
Screenout 60
Dropouts 6
Quota Full 1
95%
85%
0:55 minimum
1:47 median
4:00 maximum

••• millennials research

Millennials finding self-employment profitable

Nearly half (48 percent) of Millennials say they would rather run their own business than be in a job for which they are overqualified or do not enjoy, according to a survey conducted for TD Ameritrade, Omaha, Neb. Sixty-eight percent of Millennials polled say working for themselves has been more financially rewarding than they expected and half (50 percent) have seen their profits increase over the past three to five years, compared to 34 percent of self-employed Baby Boomers polled who showed a decrease in profits over the same time period. A third (32 percent) of Millennial self-employed are running start-ups compared to 9 percent of Baby Boomers and 28 percent of Millennials polled say their technology-powered businesses could not have existed 20 years ago. Additionally, 22 percent of Millennial self-employed used a financial gift or loan from their family to fund their start-up, while 13 percent are using a financial gift or loan from family to run their business. Four percent of Baby Boomers and 6 percent of Gen Xers said the same. Over half (58 percent) of Millennials surveyed are willing to sacrifice short-term comfort for future success versus 50 percent of total sample of self-employed Americans.

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••• consumer psychology

Money, internal pressure top list of global stressors

A survey of 22 countries measuring the major causes of stress by Nuremburg, Germany, researcher GfK shows that overall, 29 percent of people cite the amount of money they have to live on as the leading major cause of stress internationally. The pressure that people put upon themselves (27 percent) came next, followed by not getting enough sleep (23 percent), not having time for the things they want (22 percent) and the amount of work people have to get done in a day (19 percent). However, 30 percent of people overall are relatively stress-free, saying none of the things on the list count as a major cause of stress for them, though many rate them as minor causes of stress. In Japan, nearly half of respondents (48 percent) say none of the listed items are major causes of stress, followed by Germany with 44 percent and the Netherlands and Hong Kong with 37 percent. On the other end of the scale, only 10 percent of those in Turkey make this claim, followed by Argentina (12 percent) and Mexico (13 percent).


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By Joseph Rydholm, Quirk's Editor

For this year's Quirk's Event, the aim is more of the same

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Joe Rydholm can be reached at joe@quirks.com

This month marks the advent of the 2016 edition of The Quirk's Event (TQE), again at the New York Marriott at the Brooklyn Bridge. (We'll be back there in March 2017 and will also stage a West Coast TQE a few weeks before that.) At our inaugural event last year, we were gratified and overwhelmed by the positive responses we heard over the two days. But as members of the organizing body we also heard our share of complaints. Most of them were minor and were easily addressed but it gave me a welcome perspective and a new appreciation for event organizers everywhere – the good ones, at least!

Food, finding the meeting rooms and the sophistication level of some of the sessions were the three types of complaints that I was most often privy to. On the food front, meals are one of the most expensive parts of staging an event like ours – the amount we spent on coffee alone last year boggles the mind. We've tried to do a better job this time around of setting attendee expectations and letting people know that meals are on your own. There will of course still be snacks and beverages in the expo hall throughout each day but there won't be any sit-down luncheons, which helps us keep a lid on registration fees.

Maintaining low registration fees for client-side researchers was one of our top priorities, both because doing so is in keeping with our long tradition of making all of our resources (the magazine, the Web site, the e-newsletter, the Daily News Queue, etc.) free to corporate researchers (and vendors too!) and also because we heard from many client-side attendees that the low price-point made it possible for them and for others in their company to finally attend an MR industry event for the first time.

That brings me to the content of the sessions. The gripes I heard about the sessions – chiefly, that some were a bit on the basic side – were all from vendors who have been in the industry for several years. I generally disagreed with their assessments and tried to point out that the sessions weren't really aimed at vendors anyway and were instead assembled and organized with corporate researchers in mind, the thinking being that many busy client-side researchers aren't as immersed in daily discussions of method and technique as vendor-side researchers are and could therefore benefit from presentations on a range of methods from their peers on both sides of the industry.

We used the same guidelines again for this year's iteration, trying to curate a mix of techniques, industries and sophistication levels to offer something for just about everyone, from the newly-minted researcher attending his or her first conference to the experienced veteran.

And we again have asked presenters to abide by the Quirk's Q-Mandments, such as "Thou shalt be interesting" (explore new industry territory and present ideas you haven't seen or shared before); "Thou shalt be effective" (tell a story; have a client present or use real client examples to illustrate your points); and "Thou shalt be relevant" (during no part of your presentation should you ever sell your company, services or products). Whether they do so or not is another story. We've drawn on our own experience in seeing the presenters speak at other conferences and also vetted them over the phone and by e-mail.

Like so many other aspects of staging an event, at a certain point things are out of your control and you just have to hope that your planning and preparation have put you in the best possible position to succeed. If you make it to Brooklyn this month, stop by and let us know how we're doing this time around!

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IN FOCUS

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

// Survey Monitor

••• millennials research

New drinkers like to try new things

A look at younger Millennials as alcoholic beverage consumers

Millennials are a key demographic for the alcoholic beverage market, both because of how big the group is as well as how much it may purchase going forward. And as a result, the battle within the alcoholic beverage industry has begun to win over this group's hearts, minds and wallets. Tastes within the group, however, vary when it comes to alcoholic beverage preference. For example, Millennials 21-34 represent about one-fourth of adults 21 and over, but they account for 35 percent of U.S. beer consumption and 32 percent of spirit consumption. Comparatively, they represent only 20 percent of wine consumption.

As a group, the Millennial generation includes consumers born between 1977 and 1995. As a result of the diverse age range, consumption habits and preferences vary. In looking at the age variations with the total generation, researcher Nielsen expects younger Millennials, particularly those who are newly of legal drinking age (LDA), to present more opportunity for bars, restaurants and other on-premise establishments. Dynamics will shift among older Millennials, particularly as they enter different life stages and establish families. Consequently, older Millennials will, in general, present more of an off-premise opportunity.

So how do marketers reach of-age Millennials in the age of "TV everywhere" and device proliferation? Nielsen's Beverage Alcohol Media Report, which looked at the cross-platform media consumption habits of LDA Millennials, found that the average adult Millennial (21-to-34 years old) spends over 20 hours per week watching live TV.

While TV is still a very important media channel, advertisers now have additional ways of reaching their best consumers and face some tough budget allocation decisions in regard to their marketing mix. Consider this: adults 21-34 years old spend about 11 hours weekly tuning in to AM/FM radio and they spend about the same amount of time using an app/Web on a smartphone.

But being able to figure out the best device or platform to reach Millennials doesn't explicitly activate this oft-fickle group to make purchases. After all, reaching potential imbibers with creative messages and actually having those messages resonate in a world of congestion are two different things entirely.

The Beverage Alcohol Media Report looked at the alcoholic beverage creatives that were the most successful in terms of brand memorability and found that the best ones employed a concept and storylines that were unique, had humor and brand cues early on and throughout the spot.

As shoppers, Millennials are different from older generations. While they prioritize value like their older counterparts, they are more likely to buy natural and organic products (38 percent more likely) and they are quicker to jump on new trends. For example, 42 percent say they bought gluten-free products last year, well above the 29 per-

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cent reported by Baby Boomers.

When it comes to retail shopping, Millennials are value-conscious and particular. They look for good deals, primarily online, and won't think twice about downloading a store coupon from an app on their smartphone or tablet. While they're deal seekers, Millennials won't give up quality or taste when it comes to their alcoholic beverage purchases. And as a result, a large percentage say they will not spend their money on mass-market alcoholic beverages. That's one factor that has led to the growing popularity of craft beverage alcohol products.

In a survey Nielsen conducted in August 2015, 34 percent of spirits drinkers said they equate a higher price with higher quality either all or most of the time. Among Millennials, however, the percent was 41 percent, while only 27 percent of Boomers associate price and quality. And a craft beverage alcohol survey in May 2015 found that consumers 21-34 desire craft beer that is associated with being handcrafted, artisanal and top quality.

Much like their desires to purchase organic and healthy, Millennials are interested in trying new things and experimenting, and this appetite factors into the alcoholic beverages they choose. Millennial gatekeepers – the primary shopper in a multi-generational household – for example, are 43 percent more likely than the entire Millennial generation to want to try new and different products. In aggregate, Millennials are fairly brand-promiscuous, especially when it comes to beer and wine, as a result of their adventurousness in general and the likelihood that until they try different brands, they don't know yet what they'll like or not like.

Because of their affection for technology, Millennials are generally more highly engaged in pre-store buzz than older generations. As a result, trial and pre-store promotions in the overall CPG space are critical to reach this group, whereas Gen X and Boomer consumers are more interested in browsing and investigating labels when they are in the store. So while there's a great opportunity to influence in-store decisions among older consumers, retailers and manufacturers need to influence Millennial purchase decisions more so before they even get to the store.

Influencing Millennials before they make their shopping trips is even more important because they make fewer trips than their older counterparts. For example, the average Millennial makes 39 trips to the grocery store each year, compared with 48 among Gen X and 58 trips among Boomer consumers. That said, however, they make more out each trip by spending more per visit. Millennials spend an average of $54 per trip, $11 more than Boomers.

But what about alcoholic beverage shopping? Is it different? While this newest generation of full-fledged adults is very planning-oriented when it comes to overall shopping, Millennials plan less than Gen X and Boomer consumers when they shop for alcoholic beverages. This makes them more engaged within the store than when they shop for other categories. As alcoholic beverage shoppers, Millennials are prone to looking at product details, deals and promotions, providing a significant opportunity for retailer and manufacturer influence.

So for retailers and manufacturers looking to engage with Millennials, the bottom line should be about focusing on a few key value propositions: authenticity, originality and value.

The insights presented above were derived from the following sources:

Nielsen's Beverage Alcohol Brand Purchase Set study was based on an English-language survey sent to 2,000 age 21+ adults that was conducted Feb. 12-17, 2015.

Nielsen's Multi-Generational Households study included data from Nielsen Homescan Panel Generations Survey conducted between April-May 2014.

Nielsen's QuickQuery craft beverage alcohol study was based on an English-language survey conducted by Harris Poll. The survey was conducted online May 15-19, 2015, among more than 2,000 U.S. adults 21+.

The Beverage Alcohol Report, Dec. 12, 2015.

Nielsen Beverage Alcohol Category Shopping Fundamentals Study, December 2014.

••• social research

Better weather tops list of reasons to move

Seeking a different type of greener grass?

A Harris Poll found Florida, California and Hawaii to be the states where Americans would most like to live (excluding where they live now), followed by Colorado and New York. But what might inspire Americans to actually consider such a move? While there are clear frontrunners, a lot of it depends on region, age, gender and more.

Just over half of Americans (52 percent) say they'd consider moving to another state to live in an area with a better climate or better weather. Four in 10 (41 percent) would consider moving for a job opportunity. Over a third (36 percent) would factor in proximity to family. One in four (25 percent) would consider a move for health reasons.

Between one in 10 and two in 10 would consider a move due to each of the following: proximity to friends (18 percent); proximity to significant other (16 percent); educational opportunity (14 percent); to live in an area where their lifestyle is more accepted (13 percent) or where their political views are more accepted (11 percent); to live in an area where recreational marijuana is legal (11 percent).

Seven percent (7 percent) would consider moving in order to live someplace where their religious views are more accepted. Meanwhile, 15 percent would not consider moving to another state for any reason.

As stated earlier, this list changes greatly depending on a range of factors. Climate consideration, for example, seems to be much more important among those in regions prone to less-welcoming weather. Over six in 10 Easterners (64 percent) and Midwesterners (61 percent) say they'd consider moving to another state in order to live in an area with a better climate or better weather. This drops just below the halfway point among Southerners (48 percent) and down to 39 percent among those in the West.

Looking across the generations, Matures are less likely than their younger counterparts to consider relocating their way into a better climate (54 percent Millennials, 51 percent Gen Xers, 55 percent Baby Boomers, 39 percent Matures). Similarly, Millennials are more likely than any of their elders to say they'd consider moving to live in an area where their lifestyle is more accepted (24 percent, 10 percent, 7 percent and 6 percent).

Likelihood to consider moving gets progressively lower as those answering the question get older for: job opportunity (68 percent Millennials, 52 percent Gen Xers, 20 percent Baby Boomers and 2 percent Matures); proximity to significant other (24 percent, 19 percent, 10 percent and 4 percent); to live in an area where recreational marijuana is legal (20 percent, 10 percent, 7 percent and 1 percent).

But it may not entirely be the individual factors which are appealing less to older Americans. Their roots have likely grown deeper as well, as evidenced by their higher likelihood to say they wouldn't consider moving to another state for any reason (7 percent, 11 percent, 19 percent and 35 percent).

Comparing genders, women are more likely than men to say they'd factor in proximity to family (40 percent vs. 31 percent); men, meanwhile, are more likely to say they'd move to live in an area where recreational marijuana is legal (14 percent vs. 8 percent) or where their political views are more accepted (13 percent vs. 9 percent).

While motivations such as moving in order to live in areas more accepting of their lifestyle or political or religious views are not high on the list overall, these factors clearly resonate more with some Americans than with others. Most notably, LGBT Americans are three times as likely as their non-LGBT counterparts (34 percent vs. 11 percent) to say they'd move in order to live in an area where their lifestyle is more accepted.

Where a person stands on the political spectrum also coincides with attitudinal shifts: liberals (20 percent) are more likely than conservatives (13 percent) – who in turn are more likely than moderates (5 percent) – to say they'd consider moving to live someplace where their political views are more accepted; conservatives (12 percent) are more likely than either moderates (4 percent) or liberals (7 percent) to consider moving to an area where their religious views are more accepted; liberals (17 percent) and moderates (12 percent), on the other hand, are more likely than conservatives (6 percent) to say they'd consider moving to an area where recreational marijuana is legal.

This Harris Poll was conducted online, in English, within the United States between November 11 and 16, 2015 among 2,232 adults (aged 18 and over). Figures for age, sex, race/ethnicity, education, region and household income were weighted where necessary to bring them into line with their actual proportions in the population. Propensity score weighting was also used to adjust for respondents' propensity to be online. Respondents for this survey were selected from among those who have agreed to participate in Harris Poll surveys. The data have been weighted to reflect the composition of the adult population. Because the sample is based on those who agreed to participate in our panel, no estimates of theoretical sampling error can be calculated.

••• behavioral research

Study looks at the changing face of change

Consumers say reinvention is hard but necessary

Change is constant, and in today's hyper-paced society, possibly even expected according to a study conducted by Ipsos. North Americans are embracing change, looking for new opportunities, improvements and differentiation. In fact, over half (55 percent) of North Americans admit to having reinvented themselves and another 21 percent plan to reinvent themselves in the future. Millennials (85 percent) and females (77 percent) tend to be more open to the idea of reinvention when compared to older generations (79 percent, Generation X; 65 percent, Baby Boomers) and males (74 percent). "People are continually making changes in their lives," says Steve Levy, chief operating officer with Ipsos in Canada. "The degree to which people change varies across age groups and genders. It's particularly interesting to see that younger generations are much more open to reinvention than their older counterparts."

The study reveals that there are many different angles to personal reinvention. In fact, 27 types of reinvention were grouped into eight categories. The categories (and percentage of consumers who have made a change in each area) are health and wellness (88 percent), life-stage changes (78 percent), attitude changes (73 percent), experience/involvement changes (71 percent), career changes (59 percent), personal/physical changes (57 percent), location changes (54 percent) and gender identity (24 percent). Clearly, reinvention is not confined to a certain stage of life; indeed, it covers the gamut of life experiences.

Despite the fact that many North Americans have, or will, reinvent themselves, it is not easy to achieve. In fact, more than two-thirds (68 percent) of North Americans reveal that reinvention is a tough thing to do and that some reinventions are more difficult to achieve than others. To understand this further Ipsos created a reinvention difficulty index. In this index, 100 represents average difficulty; an index score of 120 or above is deemed difficult, scores of 80-119 represent average difficulty and less than 80 are considered easy. This analysis shows that the toughest changes to make include: parting ways with someone, dealing with health issues concerning yourself or someone close to you, losing weight, getting into shape and making an attitude or general outlook change.

Still, even with this perceived difficulty, consumers truly believe in reinvention. When examining the extent to which people believe they should reinvent themselves, the vast majority (72 percent) think that individuals must continually reinvent to improve. "Even if consumers aren't specifically admitting to reinvention, the results show that they are still making important changes in their lives," says Levy. "This transfers over to their expectations of brands, too. Companies need to continually pay attention to how consumers reinvent themselves, and adapt their offering to stay relevant and deliver on these evolving needs and desires."

••• segmentation research

Marketers misjudging the impact of their personalization efforts

Customers take a different view

A study by Germany-based customer engagement company hybris, conducted by Forrester Consulting, shows a gap between consumers' expectations of personalized marketing and what marketers are delivering. The study shows that while 66 percent of marketers rate their personalization efforts as "very good" or "excellent," only 31 percent of consumers say companies are consistently delivering personalized, cross-channel experiences.

Additionally, 37 percent of consumers say they delete most e-mail offers and promotions without reading them, while 40 percent have unsubscribed or opted out because they feel overwhelmed. Forty-four percent say they receive too many offers and promotions. Seventy percent of consumers surveyed said they are aware that companies use personal information to send them targeted offers and 74 percent are "somewhat" or "very comfortable" with companies using data about them to provide personalized experiences.

While 66 percent of marketers use demographics to create targeted content offers and 44 percent say they use demographic categories to create at least some level of personalization for unidentified prospective customers, only half are using more sophisticated methods, like leveraging data extracted from loyalty programs (52 percent) or behavior-based data (48 percent). Ninety-one percent of marketers surveyed are prioritizing customer experience through personalization over the next year.

••• health care research

A look back at health care 2015

Gallup editors rank important survey findings

As reported by Alyssa Davis, researcher Gallup published nearly 60 articles in 2015 about Americans' health and well-being. Through its year-round daily surveys, the Gallup-Healthways Well-Being Index provides data and insights on Americans' purpose, social, financial, community and physical well-being. The following list includes Gallup editors' picks for the top 10 most important findings from 2015.

The uninsured rate among U.S. adults continues to fall. In the third quarter of 2015, data from Gallup and Healthways showed that 11.6 percent of U.S. adults were without health insurance, down significantly from 13.4 percent in the same quarter a year ago and 18.0 percent two years ago, just before the Affordable Care Act took effect. The uninsured rate continued to drop in 2015 in most states.

Actively disengaged employees are more likely to have health issues. Disengaged workers are more likely than their engaged peers to report experiencing physical pain, high blood pressure and depression. They also report having more days per month when health issues limited their activities: 2.17 unhealthy days for actively disengaged employees versus 1.25 for engaged employees. Gallup found that an actively disengaged worker aged 40 to 49 costs his or her employer 85 percent more in lost productivity because of unhealthy days than an engaged employee in the same age range.

Nearly two in 10 Americans say they take drugs to relax almost every day. West Virginians are most likely to report using drugs or medications (including prescription drugs) that alter their mood or help them relax. Southern states make up six of the top 10 highest drug use states. Those who use drugs that affect their mood almost every day have lower well-being than those who don't.

Young adults' cigarette use declined significantly over the past decade. The smoking rate for 18-to-29-year-olds, which used to be the highest among all age groups, is now equal to that of their older counterparts. But this steep decline from 34 percent from 2001-2005 to 22 percent from 2011-2015 may be linked to young adults taking up other forms of tobacco use, such as cigars, pipes and smokeless tobacco.

Heart attack survivors may not be making necessary lifestyle changes. Those who have had a heart attack are significantly more likely to smoke, to be obese and to experience stress than those who have never had a heart attack. And those who have survived a heart attack are much less likely to exercise regularly.

Young black males in the U.S. suffer a well-being deficit. Young black males as a group have higher unemployment, lower graduation rates, less access to health care and higher incarceration rates than other groups in the U.S. And in 2014 and 2015, the deaths of several young black men during incidents with police became headline news. Gallup and Healthways found that on average, black men aged 18 to 34 have lower well-being than white, Asian and Hispanic men in the same age range. Young black males also have more negative outlooks on their lives than do young males who aren't black.

The U.S. obesity rate continues to inch up. The obesity rate among U.S. adults in 2014 hit 27.7 percent, up more than two percentage points from 2008 and the highest rate recorded in seven years of tracking. More Americans who were previously overweight moved into the obese category. Americans aged 65 and older have experienced the sharpest rise in obesity since 2008.

Getting more sleep is associated with higher well-being. Getting more hours of sleep is linked to having higher overall well-being, with the relationship peaking at eight hours and leveling off thereafter. Those who usually sleep seven hours per night have a 4.8-point advantage in their Well-Being Index score over those who typically sleep for six hours. But more than four in 10 adults report getting less than seven hours of sleep per night.

Well-being and employee engagement have additive benefits. Employees who are engaged at work and have high well-being consistently outperform their peers who are engaged but have low well-being across a variety of business and health outcomes.

Heart attacks and depression are closely linked. Americans who have had a heart attack are twice as likely as those who have not to say they are currently being treated for depression, 16.5 percent vs. 8.1 percent, respectively, after controlling for key demographics.

••• food research

Price matters when pushing consumption of healthier food

Study based on six years of supermarket sales data

Small price differences at the point of purchase can be highly effective in shifting consumer demand from high-calorie to healthier low-calorie alternatives, according to a study in the Articles in Advance section of *Marketing Science*, a journal of the Institute for Operations Research and the Management Sciences.

Low-income consumers, who disproportionately suffer the consequences of obesity, are particularly responsive to such small price differences across products. Such differences are important because they mimic a "fat tax."

The results are based on a large-scale field study analyzing six years of sales data from over 1,700 supermarkets across the U.S. The paper, "Will a fat tax work?" is by Professors Romana Khan at Northwestern University, Kanishka Misra at University of Michigan and Vishal Singh at the New York University Stern School of Business.

The research focuses on a peculiar pricing pattern of milk in the U.S., where relative prices for milk across fat content – whole, 2 percent, 1 percent and skim – vary depending on where you live and which store you happen to patronize. At some stores, prices are equal across all fat content; at others, prices decrease with fat content, with whole milk the most expensive and skim the cheapest option.

"The question that comes to mind is whether these different price structures have an impact on people's choices. To put it simply, do people switch to lower fat milk for a price difference as small as 15 cents per gallon?" says Romana Khan, co-author on the study. "The answer to this question is of interest because it relates to the hotly-debated issue of whether a 'fat' or 'sugar' tax can be an effective mechanism to curb obesity."

The study finds that in markets where milk prices are equal across fat alternatives, people tend to choose whole milk over lower-calorie alternatives, particularly in low-income zip codes: at equal prices across fat content, the market share of whole milk is 52 percent in lower-income areas compared to 25 percent in higher-income areas. What happens in markets where whole milk is priced at a premium? Although the average price difference for a gallon of milk is just 14 cents (5 percent), it causes a significant shift in market share away from whole milk to lower-fat options. This shift to the lower calorie options is significantly more pronounced in low-income neighborhoods.

Besides income, the analysis accounts for other factors such as age profile, racial mix, and educational attainment of the local customer base.

A critical factor in the analysis is that the prevailing price structure –whether prices across fat content are the same or not – is determined by the chain's policy at the regional level and does not vary with local demographics or competition.

"This provides us with a quasi-experimental setup to analyze how small price differences impact people's choices," says Kanishka Misra. "Studies addressing similar questions are often conducted with small, non-representative populations, often university students. What distinguishes our work is the real-world field setting covering sales across the U.S. and observed over a long time period – mimicking what a potential 'fat tax' would look like and what the long-term consumer choices would be."

"Our results have significant implications for health experts and policy makers, since interventions in the form of taxes on high calories foods are highly contentious," says Vishal Singh. "The general perception is that these taxes need to be substantial, at least 20 percent and often as high as 50 percent, to have a meaningful impact. This would be highly regressive since low-income consumers spend a greater proportion of their disposable income on food. Here, we have compelling field-based evidence that such taxes don't need to be high to be effective."

The study finds large shifts in demand toward the lower-calorie option are achieved with a price difference of just 5-10 percent. Consumers respond to small price incentives; and more importantly, low-income consumers who are at higher risk for obesity are particularly responsive.

The authors also examine implications of a fat-tax and the inherent trade-offs for different segments of society from such interventions. While there are economic losses from taxes to some segments, the health benefits from shifting to the lower-calorie option outweighs these costs. The authors' recommendation is a selective taxation mechanism designed to induce substitution within a narrowly defined product category (e.g., baked versus fried chips), rather than to discourage consumption of the category as a whole. This has the additional advantage of mitigating the regressive nature of food taxes since some options within a narrowly defined product category can be made less expensive. Importantly, these taxes should be imposed as an excise tax so that they are reflected in the shelf price at the point-of-purchase, rather than imposed as a post-purchase sales tax where they become less salient in the decision process.

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Product and Service Update

••• opinion research

Erdos & Morgan releases Opinion Leaders Study

Looks at views on 190 issues

Syosset, N.Y., research firm Erdos & Morgan has released its 2015 Opinion Leaders Study, an annual national syndicated study of contemporary issue involvement and media influences among opinion leaders from the public and private sectors. The survey examines respondents' involvement with over 190 specific issues that have high impact on government policy and influence attitudes of the general public along with print, television and digital media usage. Goals of the study include: furnishing advertisers and advertising agencies with measurements of the reach and influence of media serving the opinion leader marketplace; and providing media companies with data and opportunities to sell products and services to marketers and advertising agencies. www.erdosmorgan.com

quirks.com/articles/2016/20160204.aspx

••• political research

Lightspeed GMI tool looks at verified U.S. voters

Provides social interest profiles

Warren, N.J., research firm Lightspeed GMI has introduced its Political Profiler, which offers access to political data. Reaching verified U.S. voters, it allows targeting by political party affiliation, voter preferences and voting frequency. The solution also provides social interest profiles, such as animal rights activists and health care reform supporters and charitable giving profiles, such as religious donors or environmental donors. www.lightspeedgmi.com

••• shopper insights

New platform for FMCG product testing

Links to online surveys

Australia-based agency Play Market Research has launched the POP UP Shopper Community, a syndicated product-testing platform for FMCG companies where shoppers sign up to test new and existing products in categories they regularly buy. Each month, participants are sent a collection of 10 products relevant to them from categories they are proven to buy from already. Each collection includes a link to 10 short online surveys, allowing respondents to test the products when and where they would usually consume such them. The approach is designed to make completing surveys faster and more convenient with no cash incentives and gives FMCG clients an indication of how their products are situated within a category. www.playmr.com.au

••• social media research

Free service tracks brands' Instagram presence

Travel, babies, pets and more

San Francisco marketing firm Chute has launched the UGC Brand Trends Report, a free service designed to give marketers a better understanding of how their brand, competitors and industry hashtags appear within eight of the major themes on Instagram, including travel, babies, pets, fashion, beauty, food, health/fitness, sports and one wild-card conversation based on current events and trending topics. trends.getchute.com

••• panel research

New tools for Kinesis Panel

Firm teams with SHC Universal, Survox

Austin, Texas, research software firm Kinesis Survey Technologies LLC and New York-based firm SHC Universal have made available a project management dashboard within Kinesis Panel. The management tool, which was developed with guidance from SHC Universal, offers a view of key metrics for each open research project, enhancing management tracking and reporting by increasing the number of projects that can be actively and effectively managed simultaneously. Separately, Kinesis and San Francisco data collection firm Survox are now offering Survox for Kinesis Panel, a multi-mode solution that allows panel managers to revitalize sample and collect data through both self-administered and interviewer-assisted phone-based sessions. By contacting panelists via phone where e-mail addresses are either not available or have bounced, panel assets can be re-engaged and re-profiled, enhancing recruitment and retention of high-stakes panelists.
www.kinesissurvey.com

••• retailing research

NPD debuts new Checkout Tracking services

Online and brick-and-mortar

The NPD Group Inc., a Port Washington, N.Y., research firm, has launched its new Checkout Tracking services for technology and apparel, which measures consumer buying behavior at the market basket-level based on receipts for both online and brick-and-mortar retail purchases. NPD also offers Checkout Tracking for food service, mobile games and retail. The new services provide clients with an omnichannel view of purchasing, down to the subcategory and brand level. Data available through Checkout Tracking includes total consumer spend and share of wallet by retailer, category or buyer group.
www.npd.com

••• Briefly

■ In Wilton, Conn., digital research firm Toluna has added feature upgrades for SampleXpress, the firm's self-serve sampling platform. These new features include the ability to schedule project field or select "rush" to expedite project completion. It also allows clients to select survey respondents, assess feasibility and price and launch projects using any survey-authoring system.
www.toluna-group.com

■ Stockholm eye-tracking research firm Tobii Pro has launched what it claims is the world's first large-scale survey panel with continuous online attention data collection from 1,000 eye-trackers set up in Swedish households which will facilitate the evaluation of digital advertising for publishers and brands. Tobii has signed an agreement with advertising solutions company Adssets to provide data from the panel beginning in Q1 2016.
www.tobii.com

■ Campden BRI, a U.K.-based scientific, technical and advisory services firm for the food and drink industry, has opened a new dedicated consumer test center in Leamington Spa to bring innovation and insights into new product development and provide quantitative and qualitative consumer research on food and drink products. This will include concept development, prototype assessment and final product evaluation, including product benchmarking.
www.campdenbri.co.uk

■ London-based health care research firm Research Partnership has published an *Emerging Markets Essential Guide*, which contains both general considerations applicable to all emerging markets and specific considerations in countries and regions including Latin America, ASEAN, Middle East, North Africa and North Asia.
www.researchpartnership.com

■ A new London-based business-to-business online marketplace, Research Exchange, founded by Richard Waring, Dan McGuinness and Greg Connolly, has been launched. The marketplace connects buyers of market research with research suppliers.
www.researchexchange.com

■ U.K. online research firm ZappiStore has added Rotterdam, the Netherlands, marketing planning firm Pointlogic's Commspoint Express to its online marketplace for automated research solutions. Commspoint Express provides an input to communications planning and brand strategy workshops and allows brands and their agencies to learn which communication and media touchpoints are most effective for a category. The application is currently available in the U.K., U.S., Australia, Canada, Ireland and Singapore, with plans to expand to other markets.
www.zappistore.com

■ San Francisco mobile video platform Vidlet has launched a market research and business training app that allows companies to exchange ideas with customers and employees through short mobile videos or "vidlets." Researchers can use Vidlet to

show insights about customer behavior, while learning and developing leaders can use a video-based training curriculum and engage employees through mobile interaction in the field.
www.vidlet.com

■ Portland, Ore., media measurement firm Rentrak has launched Swift, an electronic box office reporting and invoicing service for theaters and studios that allows theaters to electronically submit their finalized transactions at the ticket-type level for each version of every movie they play on their screens.
www.rentrak.com

■ Shelton, Conn., firm SSI has released QuickThoughts 2.0, a new version of its mobile survey research app. It is available on Android and iOS phones and tablets. QuickThoughts is part of SSI's mobile survey solution that is accessed through the firm's mobile panel.
www.surveysampling.com

■ Montreal-based firm Provalis Research has released a new version of its text analytics software, WordStat 7.1, which includes a geographic information system mapping and data editing module, allowing businesses to obtain geospatial intelligence. The module also provides users with the ability to create a wide range of maps out of pure text data.
provalisresearch.com

■ Vienna, Va., technology company True Influence has launched InsightBASE, a data solution that monitors and curates online behavioral signals, allowing B2B marketers to engage with prospects before they directly identify themselves as being in the market. It also allows marketers to reach interested individuals at specific companies and monitors online activity by individuals visiting business Web sites from their corporate domains, capturing the Web pages visited and the content of those pages.
trueinfluence.com

■ Warren, N.J., firm Lightspeed GMI has launched seven multilingual versions of its corporate Web site, which are now operating in English, Spanish, Portuguese, German, Japanese, French, Korean and Chinese.
www.lightspeedgmi.com

Methods of diminishing total survey error by eliminating bias

| By Keith Brady

snapshot

A refresher on the various types of survey error and how to avoid them.

We all know that the tendency is for researchers to eventually become complacent. Whether a result of increased workload and/or decreased supervision, survey design can suffer. But we must remain vigilant! After all, our livelihoods depend on provision and analysis of accurate and dependable data.

So how does a market research professional employ data collection procedures and methodologies in a manner that eliminates error and ensures accurate measurement of population characteristics? The goal of researchers is to design methods that minimize and/or eliminate error but the conundrum exists that, even if successful, there would be no way of truly knowing, as gathering a statistical measure of response bias or evidence of its elimination is costly and often unrealistic.

That's why careful survey design and response predictions are so important, so consider this a refresher!

Figure 1 shows the hierarchy of survey research error, with those influencers highlighted in red that can be controlled and prevented at least to some degree with proper survey design and data collection procedures.

Administrative error is perhaps the most easily circumvented. Data processing error can be avoided with careful quality control and proofing procedures. Alleviation of sample selection error requires: 1) a careful look at survey distribution channels to ensure consistency[1] across sociodemographic and psychographic profiles and 2) subsequent weighting of responses according to those profiles. The simplest method for avoiding interviewer error and interviewer cheating is, if possible, to employ survey distribution methods that do not require an interviewer (Web-based survey, written survey, etc.). If such methods are not possible, development of and adherence to a detailed script are encouraged.

Here are 10 tips for reducing unconscious misrepresentation.

1. **Assure respondents of anonymity.** This helps to improve response rates (easing non-response error) and eliminate potential threat bias. This is particularly important for surveys of subordinate groups (e.g., employees, suppliers, students, etc.).
2. **Avoid revealing the purpose of the research or the organization conducting the study.** This works to prevent sponsorship bias and auspices bias. This is especially applicable to survey research conducted by political groups.
3. **Design a survey that is concise, interesting, and simple to complete.** This ensures higher response rates, reduces survey termination and eases uninformed response bias. Well-designed questionnaires include clear and concise instructions on how they should be completed. These must be very easy to understand, so use short sentences and basic vocabulary. One way to eliminate misinterpretation is to emphasize crucial words in each item by using bold, italics or underlining. The look of the survey is also important – use professional production methods for the ques-

quirks.com/articles/2016/20160205.aspx

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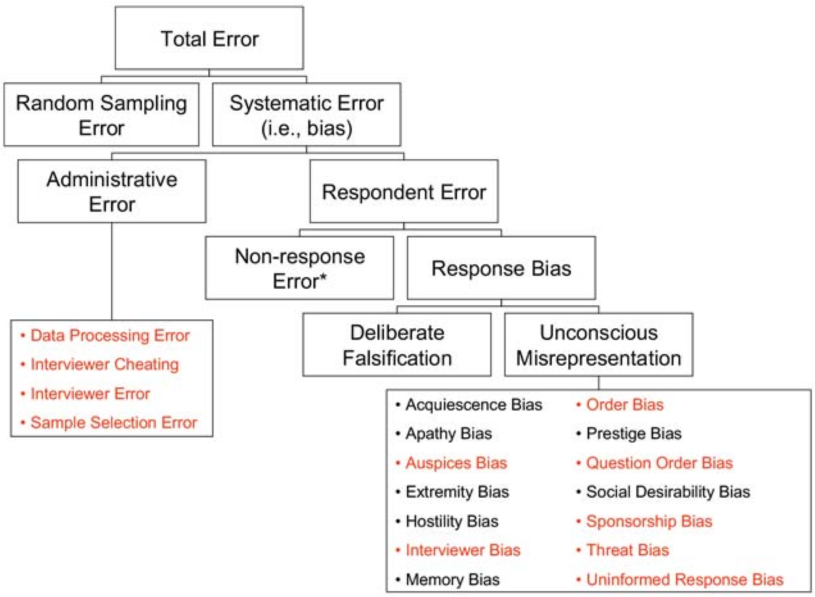
tionnaire (computerized/desktop production tools).

4. **Carefully order the questions of the survey.** This helps to reduce question-order bias and affects response rate and captured beliefs. Items on a questionnaire should be grouped into logically coherent sections, with the most important metrics appearing in the first half of the questionnaire (to increase the chances that those responses are collected in partially-completed surveys). Most studies have found that the order of questions can affect the manner of response, with questions in the latter half of a questionnaire receiving fewer and less extreme responses. When specific questions/ratings are asked before general questions/ratings, respondents tend to exhibit greater interest in the general questions, though they tend to base their answers on details or attributes presented in the survey itself rather than pre-existing beliefs. The decision to order questions from general to specific or specific to general should be based on whether the purpose of the data collection is to capture top-of-mind opinion or informed response on key measures. The other way question order can affect results is habituation, which occurs when a series of questions all have the same answer choices. Respondents are more likely to repeat answers without due consideration.
5. **Provide a "don't know, no opinion or not applicable" option where possible.** This reduces uninformed response bias.
6. **Use reverse-scaled ratings when possible.** This removes bias related to psychological interpretation of ratings. When using a Likert or other psychometric scale, reverse-scoring will invert the numeric scale for half of the distributed surveys. This strategy allows a balanced collection of data, though introduces a greater capacity for data processing error as reversed scores require normalization before analysis. A similar variant involves the restatement of questions in some surveys to the negative (e.g., changing "My workplace encourages innovation" to "My workplace stifles innovation").

Figure 1: Hierarchy of Survey Research Error



*Non-response error may be decreased in some cases with such tactics as participation incentives and/or weighting of subgroup non-response but self-selection bias is largely uncontrollable.

7. **Avoid ambiguous or emotionally-charged words and phrases.** This helps to eliminate subjective or reactionary responses (e.g., "Do you believe that hunting is an especially cruel form of murder?").
8. **Avoid suggestions, implications or justifications in the questions.** This helps to avoid subconscious influence of the respondent. Leading questions are phrased in a manner that forces or encourages a specific answer or opinion from the respondent (e.g., "Research has shown that children should eat at least four servings of vegetables per day. How many servings does your child eat per day?"). Biased questions can result in skewed results, so objective phrasing is encouraged.
9. **Use counter-biasing statements with sensitive questions.** This provides reassurance for respondents who may be embarrassed or hesitant to provide an accurate response (e.g., "Studies have shown that every year, more men are visiting professional hair salons in lieu of barber shops. Have you visited a professional hair salon in the past 12 months?"). This helps to reduce bias, non-response error and/or survey termination.
10. **Randomize response choice order. This helps eliminate order bias.** Naturally, this does not apply to rating scales and "Other" and "N/A" options should consistently appear throughout the survey at the beginning/end of the choices.

Here is a glossary of terms associated with the survey process:

Acquiescence bias – statistical error in the responses of subjects caused by some respondents' tendency to agree with all questions or to concur with a particular position; the "yes effect."

Administrative error – results are unrepresentative due to human/process errors, independent of survey content.

Apathy bias – statistical error in the responses of subjects caused by some respondents' lack of emotion, motivation or enthusiasm.

Auspices bias – statistical error in the responses of subjects caused by the respondents being influenced by the organization conducting the study (e.g., sales rep for a pharmaceuticals company completes a survey related to the effectiveness of one of the company's new drugs).

Bias – statistical sampling or testing error caused by systematically favoring some outcomes over others.

Data processing error – results are misrepresented (e.g., opposite scaling) or findings are miscalculated; programming error.

Extremity bias – statistical error in the responses of subjects caused by some respondents' tendency to use extremes when responding to questions. The opposite phenomenon, whereby respondents temper their extreme opinions, is called central tendency bias.

Habituation – the tendency of some respondents to repeat answers when a series of consecutive questions have the same answer choices/rating scale.

Hostility bias – statistical error in the responses of subjects caused by aggression (e.g., disgruntled former employee is asked to rate a product manufactured by the company for which they used to work).

Interviewer bias – statistical error in the responses of subjects caused by the presence of the interviewer during the survey (e.g., respondent is interviewed on the subject of racial perceptions by a member of another race).

Interviewer cheating – survey answers or respondent details are deliberately misreported or fabricated by survey practitioner.

Interviewer error – survey answers or respondent details are accidentally misreported by survey practitioner; field error.

Memory bias – statistical error in the responses of subjects caused by enhanced or impaired recall or the alteration of what the respondent remembers (e.g., respondent is asked to rate the facilities of a resort she visited on a trip where she contracted malaria).

Non-response error – occurs when the survey fails to get a response to one, or possibly all, of the questions, resulting in respondent results that are not representative of the true value of the population parameter. Self-response bias usually drives non-response error and is affected by factors such as level of interest in the subject matter, day/time of survey solicitation, etc.

Order bias – statistical error in the responses of subjects caused by the answer choice order and some respondents' tendency to select the first (or first few) answers from a list over others.

Prestige bias – statistical error in the responses of subjects caused by some respondents' desire to appear in a different social role (e.g., What kind of car do you drive? What is the square footage of your house?).

Question order bias – statistical error in the responses of subjects caused by the order of questions in the survey. As stated earlier, studies have found that questions in the latter half a questionnaire receive fewer and less extreme responses.

Random sampling error – a statistical fluctuation that occurs because of change variation in the elements selected for the sample.

Respondent error – a classification of sample bias resulting from respondent action or inaction.

Response bias – a classification of bias that occurs because respondents purposefully or unconsciously give statistically inaccurate answers to survey questions.

Sample selection error – when the results of a sample show a persistent tendency to deviate in one direction from the true value of the population parameter, often arising from non-random sampling; improper sample design or sampling procedure execution (e.g., a survey investigating the affect of price on demand for airline travel is distributed to business travelers but not to leisure travelers, leading to the conclusion that price is not a determinant of purchase behavior).

Self-selection bias – a classification of bias that occurs because of the respondents' decision of whether or not to participate; the "selection effect." Participants' decision to participate may be correlated with traits that affect the study, making the participants a non-representative sample (e.g., a farmer is more likely to complete a survey related to composting than an urban resident).

Social desirability bias – statistical error in the responses of subjects caused by respondents' desire to respond in a socially acceptable manner (e.g., "How important to you is the threatened habitat of the spotted owl?"). This can result in over-reporting of socially desirable behavior and under-reporting of socially undesirable behavior, leading to a confounding of the relationships between variables.

Sponsorship bias – statistical error in the response pattern of subjects caused by respondents' knowledge of the survey's initiator. Views and opinions are not expressed as freely (often unconsciously) and interviewees may deliberate about appropriate and acceptable answers.

Survey termination – exiting a survey or interview before completion.

Systematic error – results from some imperfect aspect of the research design or from a mistake in the execution of the research.

Threat bias – bias in the responses of subjects caused by fear or concern of the potential consequences related to their responses (e.g., company employee is asked to rate the performance of his manager, so feels compelled to provide a favorable response).

Unconscious misrepresentation – response bias caused by question format, ambiguity or content.

Uninformed response bias – error in the responses of subjects caused by unfamiliarity with subject matter (e.g., respondent who does not drink beer rates the attributes of a particular brand of lager).

Keith Brady is vice president at Socratic Technologies Inc., a San Francisco research firm. He can be reached at 415-430-2208 or at keith.brady@sotech.com.

REFERENCES

[1] Consistency does not necessarily refer to equal weighting of response data across all sociodemographic and psychographic elements but rather to representative weightings of these elements to the general or target populations.

SurveyTester from Knowledge Navigators

| By Tim Macer

snapshot

Tim Macer looks at SurveyTester, a Web-based multi-user tool for systematizing and streamlining testing and quality assurance of online surveys.

As research companies struggle to reconcile the demands of clients to work faster and cheaper with their own desire to do the job well, maybe we should be looking more to technology to cut a few corners – safely, of course. Testing surveys, for many researchers, is a pain. It demands time when you don't have it and there is always a nagging doubt that, despite your best endeavors, something serious could slip through. Testing is a cost, but not testing adequately is potentially even more expensive.

The tools most survey platforms provide for testing surveys vary from rudimentary to non-existent, which is why Knowledge Navigators, a research services and technology company based in Europe, decided to fill a gap with a descriptively-named tool called SurveyTester. It is a Web-based tool that allows survey programmers, researchers and even clients to collaborate on the task of testing an online survey, finding and reporting errors, then, once fixed, re-testing it. Importantly for a tool like this, it is platform-independent – though it does need to be trained by the technicians at Knowledge Navigators to work with a survey product for the first time. Currently SurveyTester supports Confirmit, IBM Data Collection or Dimensions (as it is still known by many), Kinesis, Lime Survey, Firefly and Rogator. I am told it usually takes only a day or two for the developers to add another package.

SurveyTester provides a test environment within your preferred Web browser and then expects human testers to put the survey through its paces, just as you would normally if testing from a test link. There is nothing to change within the survey platform, so you are testing the survey very much in the same conditions that participants will receive it. At a technical level, what SurveyTester does is capture and interpret the HTML code issued by the survey platform and in particular, the header information that contains useful information for survey testing such

SurveyTester Web-based online survey testing tool (www.knowledge-navigators-research.com)

Pros

- Consolidates in one place all messages from all your survey reviewers
- Can save hours of time when repeating tests
- See how your survey will look on mobile devices too
- Can improve quality over time by identifying commonly recurring errors across project

Cons

- Only works with browser-based surveys – does not support survey apps
- Support currently limited to six different survey platforms
- Not optimized for testing on mobile devices

Pricing

- Pay-as-you-go pricing, in euro, from €150.00 (approx. $165.00) per project. Annual fixed rental pricing also available depending on volumes.

quirks.com/articles/2016/20160206.aspx

as the question name. This is why SurveyTester has to be trained to work with different packages, as this metadata varies between products.

What testers see is a special SurveyTester bar at the bottom of the screen, which provides various tools as well as the ability to record comments to the programmer to make changes. There is also a button to auto-fill the question on screen and move on to the next, which in itself can save a lot of time when testing. The tool will not auto-conduct surveys for you. You still need to view each screen but this is not unreasonable as the problem it is setting out to resolve is that of making manual testing easier. This can complement the auto-testing facility that many survey tools already contain, where the survey platform will generate 100 or 1,000 random interviews which you can crosstab to look for discrepancies. Instead, SurveyTester focuses on allowing humans to look carefully at each question to ensure it meets the spec and contains no other glaring errors.

If a tester notices an error, it is a single click on the special toolbar to call up the error-reporting dialogue. You pick the class of error from a drop-down list and simply

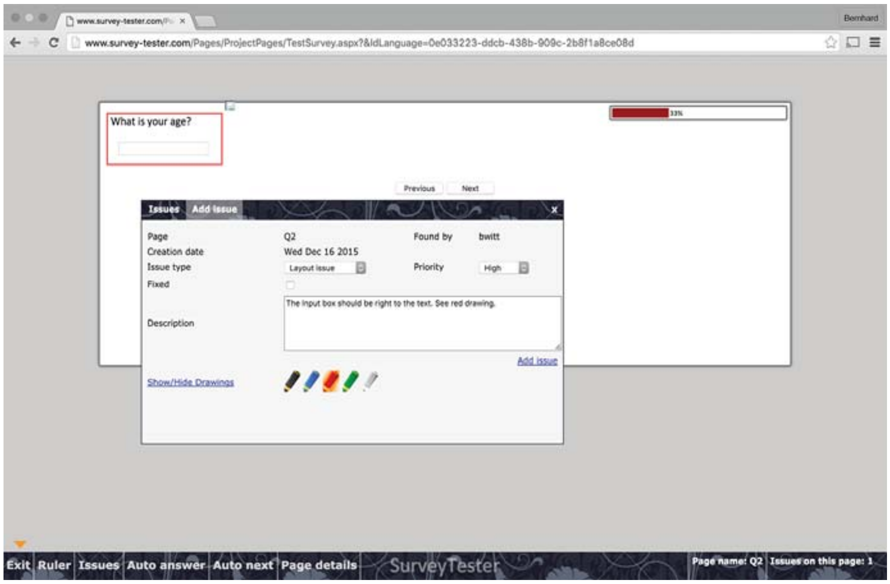


Figure 1: The tester's view lets anyone step through the survey while providing tools for recording comments and highlighting problem areas.

type in what the problem is that you've noticed. Very usefully, the system is able to record the point in the survey where you are and the question name that the programmer needs to locate the correction. It also gets the tester to record the type of error from a drop-down list. This drop-down list is user-definable by the SurveyTester administrator and each survey can potentially be given a different one. Normally, a company is likely to have several template taxonomies for different types of survey or different clients.

Every time a problem is recorded, SurveyTester also automatically snapshots the screen the tester was viewing. In fact, it does more than this: It records every screen viewed, whether or not it was commented on, both as an image and as the HTML. It then runs the HTML again through a variety of other devices that Knowledge Navigators has attached to its servers, which includes a variety of different smartphones and tablets. This means that when the feedback is being reviewed by the survey programmer, he or she can see not only how each question was rendered at the time the tester saw it but also what it looks like on any common smartphone or handheld device.

This screen-capture capability is an invaluable tool in responding to the challenge of the rising tide of participants taking online surveys on their smartphones. Knowledge Navigators has ruled out using simulators, partly because this is something users can already do in their testing and partly because they are not always reliable. However, I'm not fully convinced how their physical solution will scale as more customers come on board and more

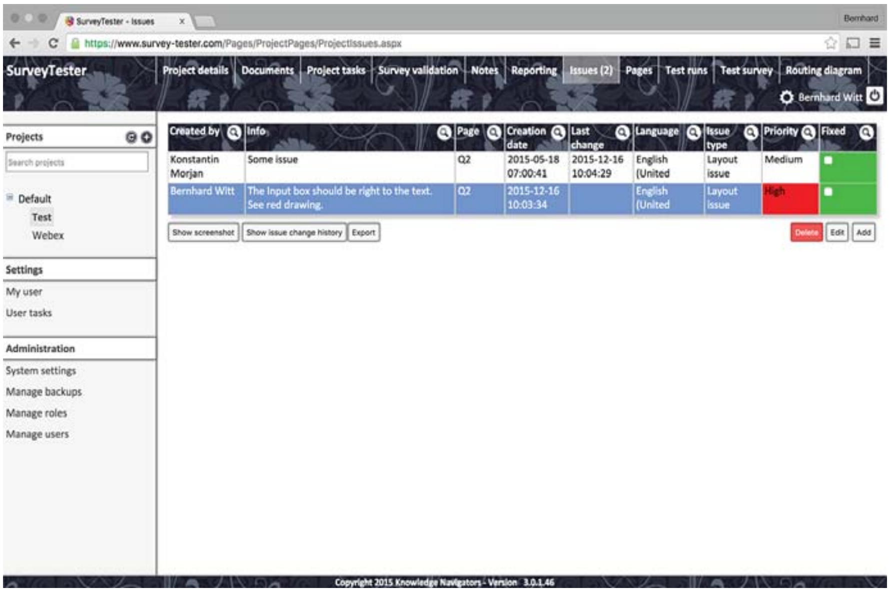


Figure 2: The project manager's view allows scripters to see all the issues raised, which are tagged with the question name and other relevant information, and also come with screenshots attached.

devices come out, and it can lead to a backlog in rendering time and the screenshots being available because they are processed in the background.

Anything that makes the testing of mobile surveys easier is a good thing and this goes a long way in allowing each screen to be viewed as it would appear on different devices. It does not, however, reproduce executing the survey on the phone – the devices are only used to render the captured HTML for that screen. It does not help with testing surveys on mobile apps – and using this approach, it could not – as these are not delivered as HTML. You can, of course, use SurveyTester on a tablet and a smartphone; however, the testing tools have not been optimized for smartphones so it is not really usable in that mode at present. It is something Knowledge Navigators will look at for the future.

So far, I've focused on the role of the tester and what he or she sees but SurveyTester supports other roles, including administrators, project managers and internal testers. As with the error definitions, you can also define your own roles.

The project manager role is aimed at the programmer or scripter and provides him or her with access to the all of the error reports, which now become actions to resolve. In doing so, scripters have access to all the screenshots and also the ability to reproduce the tests that the tester originally performed. SurveyTester does not record the keystrokes but the actual data entered, so a previous test run can be re-run instantly to any point in the survey.

Project managers can provide feedback to the tester, seek clarification or provide confirmation that a problem has been resolved by adding in replies to comments. It means that SurveyTester can be used to centralize all the communication between programmers and testers, regardless of where they are located.

The SurveyTester user experience

TNS Infratest in Germany makes extensive use of SurveyTester when fielding any new online survey. Rudi Hirmke, global sourcing professional at TNS Infratest, says that over 100 individuals have used the tool since its introduction last year. "Everyone involved in testing a survey uses it – researchers, scripters for their tests and clients on one or two occasions too," he says. It is also used to coordinate testing between Germany and TNS's technical team in India.

Hirmke found it hard to put a finger on all the time TNS Infratest has saved. "If I had to guess, I'd say it was between a third and a half of the time [spent testing surveys]." In his view, "One of the real advantages of the software is that you can reproduce your test, so if you have found a bug and you want to go straight there you just click or reuse the test run and you have the same answers. Before, you had to start from the beginning and you were never sure if you had picked the right answers. If you are testing a 30-minute interview and the bug is near the end, then that can be 30 minutes each time you test it just to get to that point."

He has also found that managing the process of correcting errors becomes more efficient too. "It is really helpful that you have one place where all of the changes are documented. Earlier we were using different e-mails and files so you were never sure everyone was on the same page."

SurveyTester can also provide a closed-loop feedback mechanism to reduce particular classes of systematic errors. "One of the big opportunities you have is in defining the categories of errors in Survey Tester," Hirmke says. "If people consider them carefully, [it means] you can have a look where you most often have problems with meeting the requirements. For example, if you find that 80 percent of the corrections are layout changes, you can discover where you might be able improve the process or improve the skills in that area."

He concludes: "If you want to have everyone communicating all their changes in one place, there is no better way. This is the best tool for it, end of story!"

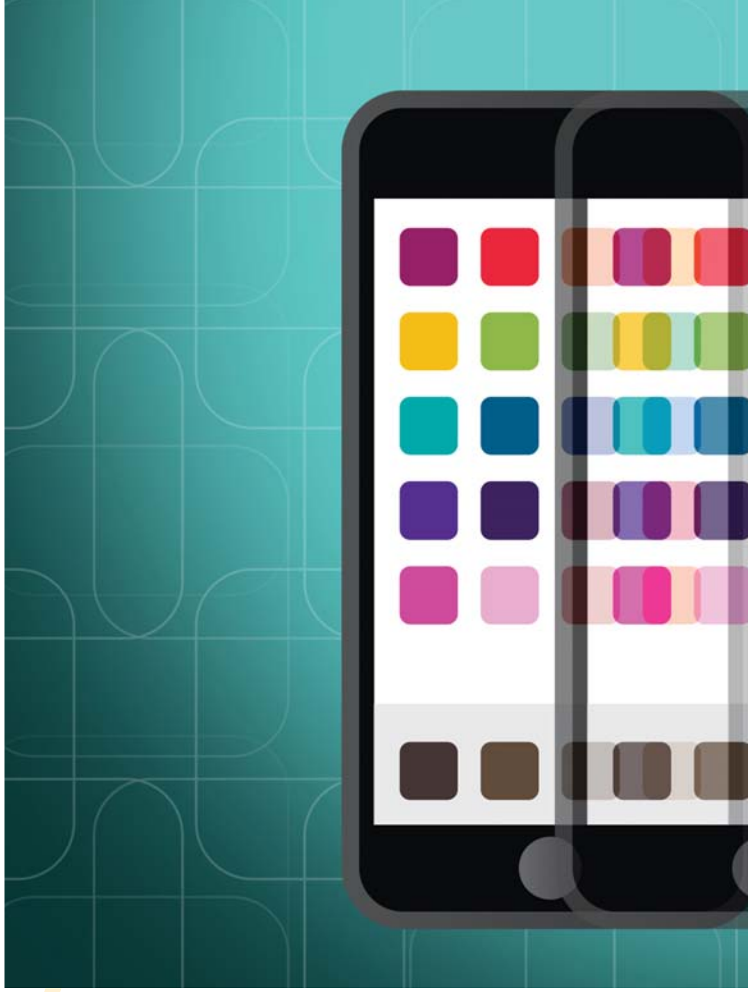
Tim Macer, managing director of U.K.-based consulting firm meaning ltd., writes as an independent software analyst and advisor. He can be reached at tim@meaning.uk.com.

••• mobile research

A harmonious pairing

A mixed-method mobile and in-person qualitative approach revealed the best of both approaches

| By Kathryn Winland



snapshot

Kathryn Winland reports on the learnings from a project for a national retailer that involved the use of in-person and mobile shop-alongs.

quirks.com/articles/2016/20160207.aspx

When my clients from a major national retailer wanted to test new technology integrated into their stores and mobile app, they knew they needed to observe customers interacting with the technology firsthand. Conducting shop-alongs at a nearby location was a convenient and effective approach for examining the in-store technology but gaining a deep understanding of mobile app usage behaviors, as well as feedback on the new features, required a longer period of observation and a larger group of respondents.

A combination of mobile and in-person shop-alongs worked well to satisfy both the in-store and mobile app needs and provided a unique opportunity to compare the two methods – from fieldwork experiences to analysis and reporting. This side-by-side comparison in the context of a single study highlights the advantages, special considerations and precautions associated with each approach. Drawing from these experiences helps to understand when mobile research may have the advantage and how to gain buy-in from client-side stakeholders.

Once it was decided to combine mobile and in-person research, we made the most of the blended approach by beginning with the mobile component. This allowed us to explore some foundational topics and establish important context for the results. We designed the mobile research phase to include some initial discussion that could be completed via computer or mobile, followed by a mobile shop-along in which respondents downloaded the research app to their smartphones and completed activities and questions while they were in the store, including photo uploads and screen shots from the retailer's mobile app.

The mobile research took place over a three-day period and respondents were invited to participate at their own pace whenever it was convenient for them. Because we were requiring a visit to the retail store for the mobile shop-along, we designed the fieldwork timeline to include a weekend so that our respondent base could be as diverse as

possible, including those who have little or no time to complete such an exercise on weekdays. We knew the mobile phase results would likely impact the in-person shop-alongs to a certain degree, so we designed the research accordingly, planning to build upon learnings from the mobile phase to optimize our in-person time with respondents. As a result, the in-person shop-alongs could be more efficient and more focused.

Following the mobile phase, the team collaborated on a guide for the in-person shop-alongs. Thanks to our mobile respondents, we identified a handful of topics we wanted to explore further, including in-person observation of certain mobile app features to learn more about some usability gaps that were revealed during the mobile phase. The in-person sessions began with a quick chat before entering the store and then focused primarily on the shop-along. We gently steered respondents toward the vicinity of the in-store technology to gauge discoverability but tried to be careful not to interfere too much lest we miss out on new insights that could inform how technology could improve shopper experiences in the future and we did, in fact, collect some key takeaways with clear and direct opportunities to tie in technology.

Uninhibited input

While the in-person shop-alongs were especially useful for collecting unaided reactions to in-store technology, the mobile phase provided the benefit of extended fieldwork and uninhibited input on both general and very specific topics and features. I also felt, as I've seen in other online and mobile qualitative research, that mobile respondents more willingly or more easily provided unfettered responses and that some of the in-person respondents felt self-conscious and needed consistent coaching and encouragement to be as natural as possible.

From a fieldwork perspective, advantages of each approach and tips for making the most of it are shown in Table 1.

During analysis and reporting, having the wealth of data provided by the mobile phase was a major plus. Quotes, photos uploaded by respondents and the ability to easily track themes throughout the typed responses factored heavily into creating a rich and insightful report. In-person sessions were recorded but the clear advantage went to mobile for the instantaneous and exact transcription of all the data collected in that phase. This isn't to say that the in-person sessions didn't deliver new insights and new verbatims; of course they did and some of those insights may have been overlooked by mobile research alone. Additionally, the client's preference to observe at least a portion of the shop-alongs was an important consideration that should not be discounted. Ultimately, I've decided, it comes down to what type of input you want to capture and the collective goals of the team.

Make unaided observations

During fieldwork and reporting, in-person shop-alongs proved their value for more exploratory or unanticipated feedback and gave us an opportunity to make unaided observations about specific in-store components. That last piece, in particular, would have been more difficult – perhaps significantly – without being there in person so that we could observe unaided and then inquire about the item in question and dive deeper into reactions.

On the other hand, the mobile phase had some clear advantages for more targeted, activity-based feedback, such as testing new features. Mobile was also useful for establishing a foundational understanding of shopper behaviors as they relate to technology and helped refine the discussions going forward. (Table 2 further explores the comparison of the two approaches for analysis and reporting.)

The benefits of mobile research – for shop-alongs or otherwise – are not superior or inferior to in-person research; rather, they are simply different. Comparing the two in the context of a single study helps to identify several factors one should consider when determining which approach will be best.

In-person research may be best if:

- objectives are more exploratory in nature;
- research needs to take place in specific locations that have a certain layout or feature (as

Table 1

	In-Person Shop-Alongs	Mobile
Fieldwork Advantages	• Live interaction with respondents • Easier real-time probing • Ability to read body language • Ability to collect exploratory or unanticipated insights	• Nationwide scope, possibly leading to greater diversity and/or easier recruitment • Respondents participate at their convenience • Stakeholders can observe remotely and at their convenience • May be more natural for some respondents
Tips	• Introduce yourself to store associates beforehand and encourage them to not do anything differently • Coach respondent to be as natural as possible, like shopping with a friend • Decide whether you will give respondents a "mission" or if respondent-led browsing is what you need • Audio-record the session so that you can focus on observing; take photos but try to remain inconspicuous • Consider a homework exercise via mobile or online qual to establish context	• Choose the right audience – must be comfortable using mobile apps and expressive in writing (consider vetting calls if the stakes are very high) • Consider including a weekend to cast a wider net of willing respondents • Include a mix of open, organic feedback and activity-based topics

Table 2

	In-Person Shop-Alongs	Mobile
Benefits For Analysis and Reporting	• Soliciting stakeholder observations and real-time collaboration • Enhanced ability to tell a story surrounding a particular respondent's experiences • Identifying insights through observation and not just self-reported data • Researchers can capture photos they believe will be useful	• Instant, exact transcription for more efficient analysis, especially if quick turnaround is desired • More data from each respondent if duration fieldwork and respondent time commitment is longer (which is much more feasible with mobile) • Many mobile research platforms provide reporting tools for identifying trends • Respondents can upload images that illustrate their points

with the integrated in-store technology in this study);
- stakeholders have a strong preference to observe in person;
- discussion will evolve over the course of fieldwork.

Mobile has the advantage when:

- a diverse or hard-to-find audience is required (suggesting a need for larger geographic scope, such as nationwide recruitment);
- objectives center on collecting input on specific hypotheses, topics or features, leading to activity-based design;
- there is a need for foundational or in-depth understanding of behaviors, attitudes or general context, in addition to other types of observation (e.g., a shop-along);
- stakeholders need quick-turn reporting while maintaining detail and incorporating rich data, such as voice-of-customer and research artifacts (e.g., respondent photos).

A few key concerns

Another important factor to consider with mobile research is gaining buy-in from stakeholders who are likely to be more familiar and more comfortable with traditional in-person research. In my experience, people who are hesitant to go mobile have a few key concerns: Will respondents be sufficiently engaged? How do we ensure that we get quality responses? Will I be able to ask follow-up questions? What do we do if we want to dig deeper on something we learn along the way?

Addressing these concerns is critical, of course, and this is where experience executing mobile qualitative provides a researcher with the knowledge and skills to foster success and anticipate challenges. Though there is no substitute for experience in this regard, there are some basic tools that can be effective selling points for mobile qualitative.

- All mobile research platforms allow moderators to reply to respondent posts and, if desired, notify them by e-mail that there is a reply that requires their attention. Using this feature, moderators can: engage respondents right away; greet them after their first post and establish rapport so that they feel committed to the effort; carefully monitor responses and actively moderate; coach participants along the way by asking them to elaborate on insufficient responses and praise them for thoughtful posts that provide the level of detail and interaction you desire.
- In most platforms, stakeholders can add comments either in a virtual backroom or directly in line with a respondent's post (or both). Only the moderator and other stakeholders can see these

comments. This is a perfect way to request follow-ups, draw attention to important responses and make notes for analysis.
- Follow-up questions for all respondents can be added at any time. In a recent study, we added a handful of questions toward the end of fieldwork. Because we anticipated this need, and because fieldwork spanned a three-day period, we were able to allow some extra space for these follow-up questions without asking respondents to give us more time than originally planned or extending fieldwork beyond the original time frame. In this particular study, the follow-up questions provided important clarifications and validations and, because we could pose these questions to our entire sample and not just a specific individual or group, mobile research probably gave us a better view on these follow-ups than traditional focus groups would have done.

There are, of course, many other meaningful benefits of mobile research, some of which are highlighted here. If my experiences are any indicator, researchers should plan for a continued need to explain these benefits; although there has been a significant increase in interest and openness to mobile qualitative, many client-side researchers still have to work at getting their stakeholders on board.

Similar trends

Though this article focuses on a single study for the purposes of illustration, I and other researchers at our firm have observed very similar trends in other studies and certainly beyond shop-alongs. We have conducted many studies that included a mix of in-person and mobile fieldwork and much of this holds true.

One important factor, in particular, centers on adapting the design to the client's own preferences and learning style. While I absolutely encourage promoting new options and helping clients to stretch, researchers must give thought to how well their stakeholder audience will interact with the information and the process for getting there. In fact, in many instances we use a mix of in-person and mobile to strike a balance among the advantages of each approach and to acclimate clients to mobile research. This study is a perfect example of how mobile and in-person research can come together to deliver a collection of insights that may not have been possible with either approach on its own.

Finally, in an increasingly mobile population, there is more overlap than ever before in online research and mobile research and this is important to remember in creating an effective design and planning for successful fieldwork. It is wise to assume that all online research is effectively mobile research and to approach design accordingly.

Kathryn Winland is vice president at research firm Mozaic Group Inc. She can be reached at 512-551-0088, ext. 107 or at kathryn@mozaic-group.com.

••• mobile research

Getting to why

Marrying passive and custom data for effective mobile targeting

| By Kevin King and Natasha Stevens

snapshot

The authors look at the factors affecting mobile data-gathering and why it's so hard to get a clear picture of consumers' mobile behavior.

It has been the complaint of countless marketers and researchers over the years: "If only I knew what consumers are really doing, not just what they say they are doing."

Fast-forward 10, 20 or 50 years – to today. We seem to be living in the golden future that so many past researchers dreamed of, when transactional and behavioral data for millions of consumers is readily available. Marketers have copious information about their own customers and a variety of syndicated panels and studies track purchases, ad views, Web site visits and other activities.

But in the midst of this information glut, billions of digital advertising dollars are being spent based on the most rudimentary targeting information. Many marketers are all but guessing as they allocate among thousands of Web sites, social media platforms and other digital properties using data that is not always validated.

If John Wanamaker could see how little information digital advertisers

have to go on, he might count himself well-informed.

This inability to translate oceans of information into streams of practical guidance was already a problem on laptops and PCs – the world of the "seated Internet." In this universe, dropping cookies allows publishers to trace consumer activities from site to site; but what we know about each user is often only inferred. Those who visit ESPN.com and a videogame site in different online sessions might be young males – but how much are you willing to bet on it? (A million or two?)

Mobile has taken these targeting challenges to new levels; the expanding universe of mobile carriers, phone makers, app developers and other mobile data players makes data collection and integration difficult. And cookies cannot follow consumers from browser to app; each app is its own microclimate – and data owners tend to guard their user information jealously.

For advertisers, the result is a sense of true frustration. They know they need to be running campaigns on mobile devices; in GfK MRI's recent Mobile Now study, almost two-thirds of consumers said that the first thing they do in the morning is check their mobile phone – and mobile use is only going to continue growing. But optimizing spend against specific targets across apps and mobile sites is all but impossible. So advertisers make do with whatever they have; mobile has become their biggest blind spot.

Can we do better?

How did we get to this point, when so much information yields so little real-world guidance? And can we do better? For smart decision-making, marketers need three basic types of information about consumers: who they are (demographics), what they do ("behaviorgraphics") and why they do it (psychographics). Passive data lends itself to the second need, simply by revealing where people go, how long they stay and what they do there – whether "there" is a store, a Web site or a movie theater. (But do not imagine that passive data collection is anywhere near straightforward, especially in the mobile world.)

Knowing the "who" comes from connections to syndicated databases, which extrapolate general identifying data from sources like GfK MRI's Survey of the American Consumer.

To get to the why requires more subtlety and direct interaction – asking people what made them visit a certain site or buy a particular TV set or bar of soap. We cannot afford this level of inquiry on a mass scale; but if we can identify the right people to ask, we will be golden.

And, as with most research, the Holy Grail is single-source data – the ability to ask custom questions of the same people whose online habits you already know.

But the mobile environment is uniquely hostile to investigation – a closed world, by design and, to some degree, pure circumstance. With each new version of the Android and Apple operating systems, compatibilities shift and the rules change; they are the ultimate moving targets. This is the essence of the "walled garden" that vexes mobile researchers. As MediaPost has reported, Verizon, AT&T and Sprint are shrouding their user data, which limits what brands can do with device IDs; and this is just one example of the problems posed by having so many different entities owning different pieces of the mobile data puzzle.

Ad-blocking, which has become a major headache of the desktop environment, is now also coming to mobile. One carrier started blocking ads on every mobile browser, with the intention of turning ad sales into its own revenue stream. Carriers have huge power to restrict – and to measure – mobile data; there is no law governing mobile, no "net neutrality" to fall back on.

Unique set of issues

A unique set of respondent issues also awaits those who would dare to take on mobile research. Consumers often see mobile devices as more personal, and therefore more private, creating new reluctance to allow intrusions. Compensation is a worry – what to pay for this unusual access. And mobile device-monitoring technologies are still in their infancy, subject to a host of technical issues, such as battery draining, OS interference and more.

But for those who do choose to invest in measuring mobile, the payoffs can indeed be lucrative. It is a matter of how you approach the problem – which tools and partners – and the internal talent you bring to the equation.

To target more effectively, marketers and advertisers need deeper information about consumers. Today, many profiles are based on location – zip code and DMA profiling, along with proximity to restaurants, stores and other potential brand touchpoints. Understanding where people are, though, does not tell us who they are or why they are there.

Many feel that the real game in mobile advertising is apps, which are optimized for mobile devices (according to Akamai, just 12 percent of the top 100 Web sites are mobile-friendly). And while app owners may have a host of data about what features get the most visits in their applications, they can only guess about what their users do elsewhere. Also, without a detailed database about users – addresses, phone numbers – apps can provide marketers with surprisingly little detail on the who element of our ad effectiveness equation.

So how can marketers get access to the detailed contextual insights they need to target more accurately in mobile? Passive measurement of mobile use on a known respondent group is a good starting point. More and more, marketers are looking for accurate information to make smart decisions, which means they are questioning the reliability of recall data. When it comes to smartphone and PC use, people often cannot recall what they did the last hour, let alone the last month. Marketers want a clearer picture of how people are engaging with the mobile Web versus apps, how this usage is changing over time and how it might be different for competitor sites. For an e-commerce company specializing in pet food, for example, it is not enough to know what percentage of mobile Web users go to Amazon or other competitive sellers; they need to understand activity for the pages and products in their categories.

To help fill this gap, measurement companies can install technology that (under ideal circumstances) captures all types of activity on the phone, from Web browsing to app visits. But this work is not for amateurs; the technological requirements of Apple's iOS and the Android OS make even user-authorized information capture very difficult. And more practical challenges may also arise, such as noticeable effects on battery life, which is a sure turnoff for respondents.

For KnowledgePanel Digital, GfK has adopted a battery-efficient alternative that still records all online-based activity, through a browser or app. With this passive technique, plus background data from respondents' participation in panel profile surveys, we aim to provide a robust look at mobile Web users.

Learnings from other sources

But passive data is not always enough to answer a marketer's most pressing questions. A bigger insight and effectiveness payoff can come when passively-collected data is supplemented by learnings from other sources. These can be syndicated databases or custom surveys, depending on the need and the rarity of respondents for a given study. Together, they can help you answer questions such as:

- What mobile apps are heavy buyers of my product category using, and how?
- Are my competition's customers accessing content on their smartphones and tablets? When, and for how long?
- Which social media platforms do people turn to on their mobile devices before or after researching a product in my category?

Many of these questions center around mobile's role in purchase journeys. We know from our research that 48 percent of online shopping now takes place on a smartphone or tablet. At the same time, increasing proportions of marketing and ad budgets are being allocated to mobile. So how important are specific apps or mobile sites in driving all sorts of purchases – from cleaning products to TVs to cars? What specific experiences, likes and dislikes and other influencing factors are resulting in purchase decisions?

To get at these questions sometimes requires more specific inquiry – and here is where surveys can play a role. By leaning into the strengths of direct questioning, and not relying on interviews to capture mundane information like hours of use and sites visited, we can maximize the value of the survey technique. And being able to direct questions to specific respondents, based on passively recorded behavior, means marketers can learn more deeply about their most important buyers and potential buyers.

A recent GfK study of grocery retail in the digital world showed, for example, that consumers over age 60 over-index for use of grocery digital sites and apps. While overall usage of grocery digital properties is lower than other retail categories, it did drive higher engagement than other retail categories, with more repeat visits within a four-week period than home improvement or drug store digital properties.

The new hub

Mobile is the new hub of online activity and commerce; so mobile's role in marketing and advertising is no longer about early adopters, it is a mainstream play. But the insights to fuel better mobile investments are lagging (some would say severely). Passive data collection holds the promise of behavior-based ad targeting; and while experience will solve some problems, the "walled" nature of the mobile environment is limiting the potential of ad effectiveness, and therefore campaigns.

To stay ahead of these challenges, smart marketers and advertisers are combining resources, linking to high-quality offline data sources and fielding surveys that zero in on essential questions – the whys that are so crucial to successful marketing. The result is a level of accuracy and accountability that can give mobile its due in ad intelligence and, ultimately, investments.

Kevin King is senior vice president of mobile product management and innovation at GfK MRI, New York. He can be reached at kevin.king@gfk.com. Based in Boston, Natasha Stevens is senior vice president of digital market intelligence at GfK. She can be reached at natasha.stevens@gfk.com.

mobile research

It's not mobile, it's miniature online

Simplifying your mobile solution

| By Ken Berry

snapshot

Ken Berry outlines some tools available for mobile-optimizing a survey platform, including free resources from Google along with other paid approaches, and how to use them.

The proclamation has been made: Mobile is no longer coming ... mobile is here! Worse yet, your boss got this drilled into his noggin at a conference and he's on his way back expecting a full report on what you plan to do about it. You're trying to decide if you actually want to tackle the need for mobile-friendly research or change your profession. Fear not! Adjusting your online research to be mobile-friendly is easier than you think.

If you've been getting by up until now with your scroll-heavy, pinch-and-zoom survey platform, you might have done yourself a favor by not dealing with mobile early. This is not to say that those of us who have been working on mobile enhancements and solutions along the way did not help our cause by tackling the needs when we did. But we had a much harder time with it than you are going to have.

Mobile programming is no longer much different than regular Web programming. This is because the differences between mobile browsers and browsers on your PC have continuously decreased over the years as phone browsers have become more and more feature-rich and all browsers are doing a better job conforming to the rules laid out by the World Wide Web Consortium (W3C). So what are the major differences? For one, your mobile device is smaller. Secondly, it is not as big. I'm not trying to oversimplify mobile online programming but solving the size constraint gets you most of the way there these days.

When beginning the climb toward mobile royalty, it is very important to see what kind on mountain we're tackling. There are a few ways to do this but the best is by grabbing a mobile device and testing it. If you are serious about mobile support, it might make sense for you to have a few devices available. I would not recommend the newest models as those will have larger screens and more native support. It is good to have an iPhone 4, some sort of Android device and perhaps a Windows touch device.

quirks.com/articles/2016/20160209.aspx

Help you analyze your tools

You are not alone when testing your online research instrument. There are some testing resources that will help you analyze your tools and, better yet, many of them are free. Google's Mobile-Friendly Test will analyze your site on several criteria and make an assessment as to its mobile-friendliness. Keep in mind that this assessment is done by a machine and is by no means the final word. That being said, it is important to get an understanding of where you are currently not hitting the mark based on the standard test. While testing your site or platform, it is important to be able to test all of the variety of pages and question types you might be presenting. If your system does not allow you to skip to a desired page based on the URL, this might be challenging.

While Google's test lists the areas where your online research tool may fall short of mobile-friendliness and even offers solutions based on some of its assessments, it is lacking in detail. If you're looking for a more comprehensive and granular list of issues with your system, you might want to look at the W3C mobileOK Checker. This is essentially the magnifying mirror of your solution as it relates to mobile support. Be warned: You see EVERYTHING! While this can be somewhat depressing and some of the items that get listed are not truly a problem, if your goal is full understanding of where you stand, this is a great tool.

Another useful tool, offered by Google inside of its Chrome browser, is a mobile emulator. The F12 key (or Ctrl+Shift+I) opens up the developer tools in Chrome. For the purposes of mobile emulation, ignore all of the items that are displayed except for the mobile icon. This is located in between the magnifying glass and the menu header. Clicking on this icon allows you to emulate an array of mobile devices as well as network speeds. Because you have a keyboard, the open-ended number and text inputs will act as they normally would. The rest of the functionality, however, is true to the device that is being emulated, all the way down to the user agent string (the information about the user's machine sent to the Web site). The size and speed of the device can be set and even the transition between portrait and landscape can be viewed. QuirkTools (no affiliation with the publisher of this magazine!) also has a screen size emulator called Screenfly that will give you a robust mobile emulator and also allow you to do a quick size-check on your site.

While we have been focusing on free tools to test and validate your mobile-friendliness, there are many products and tools that are available on the market that can help with this task.

Fix the issues

Now that you have a way to test your online data collection tool, how are you supposed to fix the issues that you uncover? As we have alluded to, the most common issue when it comes to mobile-friendliness is size. The size of your Web page, its images, the text and the buttons will all likely need adjustment. As they are all interrelated, you will have to test after each change to ensure that they all still look and perform as you want. But how do you make the adjustments that you need? Generally, there are four options but some are more practical than others. The four options are: 1) creating a dedicated mobile site; 2) a responsive rebuild; 3) programmatic style sheet-swapping; and 4) responsive repackaging.

The least-viable long-term solution of these four would be to create a separate research tool for mobile users. While this removes the burden of having to worry about your current solution's content and allows you to focus solely of your mobile users, it does require a separate codebase specifically for your mobile users. This could cause increased effort to maintain and update content on the two separate tools. Additionally, the method used to decide which site to serve up is dependent on user information sent to the Web server, which can be unreliable and changes as new devices are introduced.

Coming in third for feasibility but arguably first for usability and future-friendliness is a responsive rebuild with a mobile-first approach. Responsive design is an approach that creates the best visual experience for your respondents by using proportion-based templates that respond to the size of the device and browser being used to view the data collection tool. The goal is to create easy readability and reduce scrolling regardless of the device being used. Having a mobile-first approach ensures the best experience overall, as ensuring that your content displays well on a smaller device inherently means that it will display as the size of the device increases. The concern with this approach is ensuring that as the browser gets larger, the content looks at home on the screen and utilizes the added real estate.

There are options

When it comes to updating your online data collection tools, the previous options may not be practical or even possible for you. Each of these options requires access to the code base, which rarely exists for anyone who uses packaged third-party software. For those who have a proprietary solution or a solution that does give you access to the code, it is still probably impractical to overhaul the code to solve this issue. Fortunately, there are options that can be utilized that require less of a "build or rebuild" approach.

Programmatic style sheet-swapping ranks second on our list. While it requires zero changes to the underlying code base, it does require multiple style sheets that need to all be updated as styles are added. If there are styles that persist across all devices, they can be added to a common style sheet that is in place for all browsers and devices. This will greatly reduce the amount of content needed to be included and therefore maintained in your style sheets. The style sheets dictate the size of all of the content on the screen from images, to text, to grids. While it lacks the smooth and gradual transitions of a responsive design, if you have limited access to the code base but are able to add style sheets and JavaScript calls, this may be the best option for you.

However, creating responsive packaging for your current tool's content may be the best option as it gives you a responsively smooth design while still utilizing the existing code base. This option, as well as the style sheet-swapping and the mobile-first design, all have great maintenance and changes frameworks as the content is driven from the same source. This means that content changes and updates only need to be made in one place. Because this option is well-suited for simpler Web sites, it lends itself well to online data collection tools.

Whichever trail you wish to use to climb the mobile mountain, they will all require extensive testing along the way on multiple devices. All but the dedicated mobile tool approach require that you retest your tool on your desktop as well to ensure that there are not any unintended negative effects from the changes that have been made.

Move it to the next level

We've tackled the adjustment of your formatting to meet the dimensions of multiple devices, and for many of you that may be all that you need to do. There are, however, some things that require additional libraries to support your touch-enabled device. While this is an article in itself, don't be afraid to search for free libraries that will take your visually-enhanced tool and move it to the next level with additional touch support.

While there are many of you that may be feeling ready to tackle this task, and while, with a dedicated team and a well-planned approach, there is a good chance for success, there is one additional way to bring your data collection to the mobile user. You could always outsource it to a firm that has already solved the problem. This may be a viable option for your long-term needs as most of these specialized firms monitor changes for you, so you can focus on the business at hand. No matter which approach you choose, best of luck to you!

Ken Berry is president of Jibunu, a Fitchburg, Mass., research firm. He can be reached at 978-870-1970 or at kberry@jibunu.com.

millennials research

'Ain't nobody got time for that'

The impact of survey duration on completion rates among Millennial respondents

| By Dan Coates, MaryLeigh Bliss and Xavier Vivar

snapshot

To court and keep Millennials as respondents, researchers owe it to themselves and their target audiences to keep surveys as brief as possible.

Millennials are slowly but surely asserting their generational dominance in one venue after another. According to the Bureau of Labor Statistics, one in three members of the current U.S. workforce is a Millennial, rising to nearly half (44 percent) by 2025 using the most restrictive definition of the Millennial generation (birth years 1981 to 1999).

We've also run the numbers on the January 2015 Current Population Survey conducted by the U.S. Census Bureau and, despite graduating into the worst recession since the great depression, Millennials 18-34 years old are responsible for 29 cents of every dollar earned in the U.S. This will surely rise as Millennials grow to dominate the workforce and ascend the corporate ladder.

They will soon dominate the U.S. household as well. According to data from the U.S. Department of Health and Human Services, Millennials were parents to 82.7 percent of the nearly 3,988,076 live births in the U.S. in 2014, a percentage that will only grow as Millennials get jobs, move out and form their own households.

Our firm has been studying Millennials for more than 11 years and while some complain that they've already heard far too much about the largest generation in American history, our sense is that their generational impact has only just begun.

Patience is waning

A year ago, we explored a trend that we called Ain't Nobody Got Time for That within our quarterly trend analyses, lifting from the meme-o-sphere a sentiment that describes how patience is waning among the youngest members of our society. This generation is relentlessly driving changes to the way products and services are delivered, pushing the on-demand economy further and looking for solutions to everyday annoyances that save them effort, thought and, most importantly, time.

Time is the scarcest of resources in an attention-based economy. One of the reasons that

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the on-demand economy has taken off is the desire of consumers, particularly younger consumers, to cut out steps and streamline their lives in order to gain more time to do what they actually want – whether that be collecting experiences or binge-watching shows on Netflix. Millennials have been chronically over-scheduled since an early age and feeling busy has become the norm rather than the exception. So, when it comes to mundane, irritating, everyday tasks, ain't nobody got time for that!

Moreover, the definition of things that waste their time (e.g., banner ads) is expanding and young consumers are expecting everything faster, easier and more effortlessly than ever before.

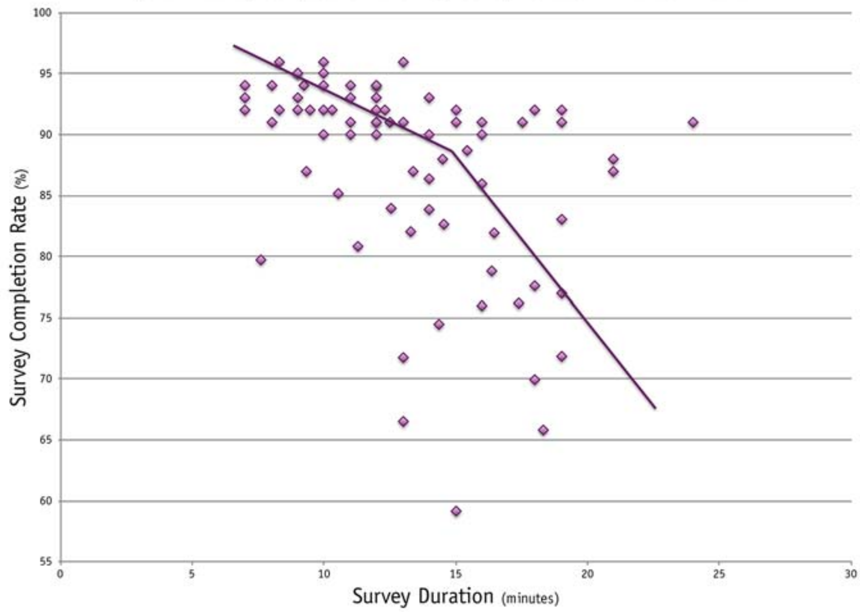
It's a mentality that has been gathering momentum for some time and across all generations, reaching new heights in 2015. The net result is that Millennials are losing what little patience they have, feeling that they never have enough time to get to everything. Things that seem complicated or tedious are deemed a frustrating time-suck and avoided altogether.

Point to a shift

Once we finished advising our clients that they needed to modify their marketing to incorporate this trend, we looked in the mirror and realized that we needed to change as well. Since we survey 13-33-year-olds on a daily basis, we've examined completion rates across the past six years of syndicated research in order to see if the delicate dance between survey duration and survey completion rates point to a shift in what Millennials feel is acceptable when it comes to survey length.

But first, a few caveats: our SurveyU.com panel is used solely for our own syndicated and custom research. We are a small organization, which means that the single greatest complaint of the active panelists is that they wish we'd ask them to participate in more surveys. We incentivize participants at an indexed rate of $10 per hour, which means a respondent who completes a 10-minute survey receives $1.67, significantly higher than industry average rates.

Figure 1: Survey Completion Rates By Survey Duration – Past Six Years



To ensure that the research topic wasn't a consideration, we excluded any and all custom research projects, focusing on syndicated surveys only. While we endeavor to keep our syndicated surveys brief and interesting, we're human and sometimes find ourselves looking at a lengthy questionnaire. Of the 75 syndicated studies we've conducted since September 2009, the median survey duration has ranged from seven to 24 minutes.

Mapping the results from these 75 projects across completion rates and survey duration (Figure 1), you'll see an inflection point right about at the 15-minute mark. At this point, roughly one in 10 participants abandon the survey process. As survey duration increases to 20 minutes, roughly one in four participants have pulled the ripcord and ended their survey experience. We're accustomed to advising clients to keep surveys under 15 minutes, based on the data above, but does it accurately reflect the current reality of survey participation among Millennials?

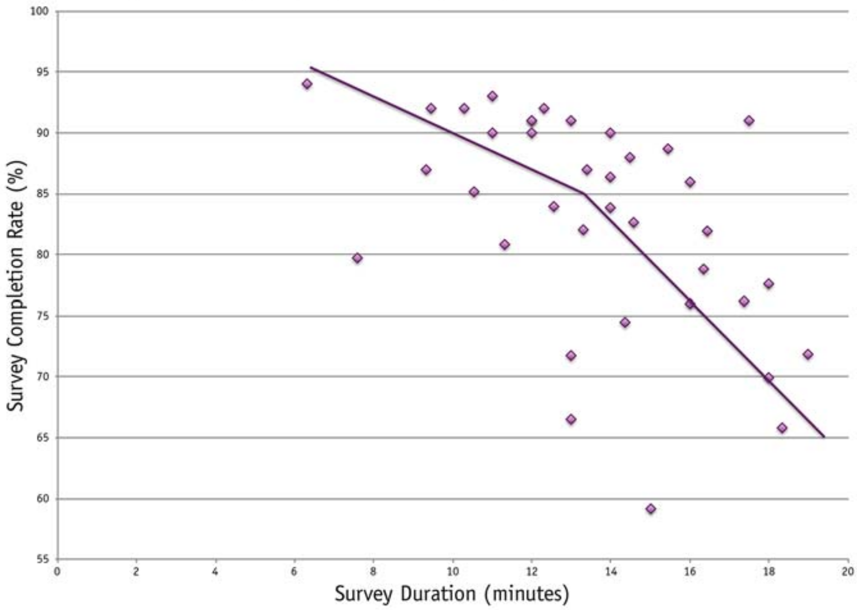
Perhaps the level of patience for answering our surveys among the Millennial audience is deteriorating in the same manner as other mundane or routine tasks that we identified within our trend forecasting are being shunned. By isolating the past two years of research (Figure 2), a slightly different picture emerges.

Reviewing our most recent syndicated surveys shows that recent participation has been dropping off closer to the 13-minute mark, negatively impacting, on average, one out of every seven survey starts. By the time survey duration has reached the 20-minute mark, we're looking at one in three participants deciding that we've overstayed our welcome and becoming intolerant of any more questions.

When faced with the reality that our survey participants are growing more impatient, we've resolved ourselves to advise our clients to aim for the 12-minute mark, anticipating that youth participants will surely become less patient over the coming year.

We recently implemented a feature in our panel management tool that allows us to track KPIs across different devices. Preliminary data shows that the completion rate on tablet devices is roughly 10 percent higher than the completion rate on a PC, while the completion rate on smartphones is roughly 10 percent lower than the completion rate on a PC. Almost half of our survey completes come from respondents who are using a smartphone to participate, demanding that we not only dynamically render grid questions as a series of single-ask questions whenever a smartphone is detected but also that we demand even more brevity when conducting research among younger participants who are using their mobile phones to participate. If you're targeting

Figure 2: Survey Completion Rates By Survey Duration – Past Two Years



mobile users in your survey work, you'll want to back your recommendations down to a target duration of eight to 10 minutes.

Not appreciating the value of their time

Our panelists aren't just impatient but intolerant of anything that they see as not appreciating the value of their time. Do you ever find yourself asking a question within a survey, knowing full well that with a little effort you might be able to extract this data from profiling data or a past survey interaction? Time and time again we selfishly elect to push the effort onto the respondent's plate, feeling that one more question won't kill them.

We should be much more diligent about reducing respondent effort by reusing data from questions that have already been answered. Assuming that an extra question might "cost" respondents 15 to 20 seconds of their time is fair, resulting in over four hours of effort across a sample of a thousand participants. Is 15 minutes of data manipulation on the part of your research team more valuable than more than four hours of respondent time? Thinking in terms of "respondent hours" helps crystalize the issue: Our 15-minute monthly survey demands 250 respondent hours, the equivalent of six weeks of work. I hope the questions we're asking this month are worth the effort!

Clicking off for something better

Finally, like the proverbial straw that breaks the camel's back, a single poorly-phrased or poorly-constructed question could become the tipping point that sends a respondent clicking off for something better. We're mindful that our research might represent the very first survey experience for many of our respondents, making us just a little more purposeful and diligent as we write a questionnaire.

In our research we've witnessed that Millennials are awakening to their dominance, demanding more from the companies, organizations and institutions they interact with. We've seen them "Millennialize" the music industry (e.g., Vevo, Pandora and Spotify) and the television industry (e.g., Hulu and Netflix). We should expect the same to happen to the survey research industry, requiring us to change our methods and practices to align with a generation who will insist that we conduct survey research differently as well.

Based in New York City, Dan Coates is president, MaryLeigh Bliss is chief content officer and Xavier Vivar is vice president of operations at research company Ypulse Inc. They can be reached at dan@ypulse.com, maryleigh@ypulse.com and xavier@ypulse.com.

●●● brand research

Speak my language

Strategies for marketing to cosmopolitan consumers

| By Melvin Prince

snapshot

A report on findings from a study of cosmopolitan consumers offers six factors that influence them and are important for developing marketing strategies to reach them.

Cosmopolitan consumers represent a vital and growing population for consumption of a wide range of products and services.[1] While there has been an increasing stream of research about the nature of the cosmopolitan consumer, many marketers and researchers remain insufficiently knowledgeable, given the undeveloped state of the field. Those with research interests in the area need to know the essence of cosmopolitan values and expressive behaviors. They need to understand when and how products or services acquire cosmopolitan symbolism and the process by which brand recognition and loyalty develops in this consumer category.

Cosmopolitan consumers are especially receptive to brand communications that signal the advertiser is addressing a cosmopolitan audience. For example, technologically sophisticated and interactive communication media will attract and involve this audience. Cosmopolitan consumers see themselves as part of the larger world as much as they do part of particular groups. Thus, they use modern technology and communication regardless of their level of localized ethnic identity.[2] As a case in point, one author found that social media technology was very helpful in branding Sweden to U.S. cosmopolitan consumers.[3] It was concluded that branding that integrates a technologically sophisticated image is more likely to appeal to cosmopolitan consumers.

In the cosmopolitan consumer world, cosmopolitan corporate and brand imagery reflecting cosmopolitan sentiments leads to brand engagement. That is to say, the brand image has to project values associated with cosmopolitanism: openness to worldwide offerings, cultural diversity, social responsibility and sustainability, among others. Cosmopolitan consumers are more likely to identify with companies that demonstrate that they subscribe to those values and to remain loyal to them.[4] To put it another way, cosmopolitan brand positioning and images must be congruent with cosmopolitan consumer self-images.

Cosmopolitans have eclectic consumption tastes and are innovative in their buying behavior. These same consumers are also influential as disseminators of product perceived

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quality and value to others in their social circles. Brands that are perceived as innovative and trendsetting appeal to these consumers. They also prefer brands that are well-recognized for their superior brand reputations and are reflective of core cosmopolitan consumer values.

Subject to rapid changes

The cosmopolitan consumer population is elusive and subject to rapid changes in tastes and experiences. Moreover, in some respects, this group of consumers is heterogeneous.[5] Therefore it is important to develop varied and flexible approaches to studying this segment. The researcher who wishes to sample these consumers will need current data on demographics, psychographics and media involvement.

Cosmopolitans have higher-than-average levels of cultural capital. Cultural capital includes specialized knowledge and focused ways of seeing things which equip cosmopolitans with skills to understand and appreciate cultural otherness. The cultivation of cultural capital is a means of self-enhancement. Cultural capital is part of a complex that includes social location, symbolic competencies and personal motivations that shape cultural appreciation. The traditional meaning of cultural capital may change over time, extending to environmental awareness and sustainability principles, i.e., ethical consumer orientations.[6]

Cultural capital has been linked to social origin, education credentials and occupational status. There are several motivations associated with high levels of cultural capital.[7] These include: affective intensity, intellectualism, connoisseurship, individualism, traditionalism, innovativeness, humanism, omnivorousness, cultural exclusionism and critical detachment.

Involvement with different product categories of special interest to cosmopolitan consumers requires different levels of skills, knowledge and resources that are reflective of cultural capital levels.[8] There are traits that we may in general associate with cosmopolitan consumers. For example, cosmopolitan consumers have been identified as innovators and early adopters of cosmopolitan brands.[9] When new products are salient to them, cosmopolitan consumers exhibit: intense customer involvement; intimate, long-term and affinity-driven brand relationships; and a strong brand loyalty bond.

Researchers need to search for latent needs of cosmopolitan consumers. These latent needs may be functional and self-centered or symbolic and interdependent. In any event, researchers should develop insights into eclectic consumption motives of cosmopolitan consumers. Universal touchpoints (i.e., common feelings and emotions) should be uncovered. Finally, we need to delineate cosmopolitan consumers' media exposure patterns.

Exciting, authentic and innovative

What does this mean for understanding mechanisms by which brand images appeal to cosmopolitan consumers? Facets of cosmopolitan brand imagery are an impressive share of cosmopolitan customers, global presence and worldwide acceptance. Cosmopolitan brands are expected to be exciting, authentic and innovative. These characteristics appeal to cosmopolitan values of cultural openness and environmental consciousness. Additionally, brand imagery framed as cosmopolitan is instrumental in acquiring social capital, especially through brand communications. Finally, a cosmopolitan brand typically is perceived as exotic.

Which sorts of companies are most likely to be compatible with cosmopolitan values?

- companies that offer global brands that are already positioned as cosmopolitan or that reflect cosmopolitan values and should be positioned in that way;
- companies that plan international product availability;
- companies that are active leaders in new product development;
- companies that wish to capitalize on product life cycle issues;
- companies that wish to project a cosmopolitan corporate image;
- companies in cosmopolitan culture industries, e.g., smart phones, fashion, foods, lifestyle products.

Starbucks is a prime example of a company likely to benefit from increased knowledge of cosmopolitan consumers. The company has become a global phenomenon with worldwide locations. The ways in which it addresses the brand interface is an important aspect of its global presence. Starbucks has 5,500 coffee houses in over 55 countries. The operations philosophy transcends language and culture. International availability is built on global partnerships.

Important new cosmopolitan-responsive products recently developed by Starbucks are a new caramel flan latte and a fresh line of VIA ready-brew lattes available throughout stores in the U.S. and Canada. Also, it has introduced a new vanilla latte and cafe mocha latte. Operations worldwide profit from product life cycle management. Customer shares are studied from introduction over time, by country and by consumer values groups, e.g., health and well-being segments. Such analyses are of critical value for loyal user and growth stage planning.

Starbucks projects a cosmopolitan-valued image of social responsibility. Uppermost is Starbucks' concern about the environment. It does not wish to be known for overloading landfills at the expense of the environment. Starbucks is squarely in a cosmopolitan culture industry and is primarily based on its urban style appearance. Cosmopolitan urbanism highlights the vibrancy of city life and its stream of cultural flows.

Cosmopolitan consumers are a unique yet diverse group of buyers. Their behavior differs by product category in special ways, different from other consumer types in their search for cultural capital benefits.[10] They often gravitate toward cosmopolitan spaces or buying environments. Given experiences, creativity and self-reflexivity of cosmopolitan consumers and their diversity, it may be useful to have them engage in a new product development effort (as Starbucks has historically done with its My Starbucks Idea Web site). These innovative consumers act as co-creators in such circumstances.

Enhance the self-images

Global brands are those with the same brand name found in multiple countries and are typically supported by uniform efforts. On balance, these

Table 1: Characteristics of U.S. Survey Respondents

Demographic	n(%)
Male	127 (47.2)
Female	142 (52.8)
High school graduate or GED	53 (19.7)
Some college	68 (25.3)
Completed college/post-graduate/professional degree	148 (55.0)
25-34 years	44 (16.4)
35-49 years	27 (32.3)
50-64 years	83 (30.9)
65+ years	55 (20.4)
Below $30K	85 (31.6)
$39-49K	59 (21.9)
$50-79K	63 (23.4)
$80K+	62 (23.0)
Black/African-American	20 (7.4)
Asian-American	19 (7.1)
Pacific Islander	2 (0.7)
White	222 (82.5)
Other	6 (2.2)
Northeast region residence	54 (20.1)
Midwest region residence	63 (23.4)
South residence	93 (34.6)
West residence	59 (21.9)
Primary citizenship-U.S.	261 (97.0)
Primary citizenship-Other	8 (3.0)
Never spent significant time outside U.S.	114 (42.4)
<one year outside U.S.	91 (33.8)
Between 1-2 years	15 (5.6)
Between 2-5 years	17 (6.3)
Between 5-10 years	9 (3.3)
10+ years	23 (8.6)

Table 2: What Drives Consumer Cosmopolitanism?

	Significance	Implications
External Orientation – Open Mindedness	Significant driver	Target cosmopolitan consumers for innovative products
External Orientation – International Media Exposure	Significant driver	Advertise cosmopolitan brands via international media
Materialism	Not a significant driver	n/a
Consciousness of Kind	Significant driver	Capitalize on a consumer brand community
Global Consumption Orientation	Significant driver	Emphasize global lifestyle advertising
Natural Environment Concern	Significant driver	Cultivate a brand image of social responsibility

brands are scarcer and more expensive than local brands.[11] The purchase of global brands is likely to enhance self-images of cosmopolitan consumers. Such purchases reflect favorably on impressions of being sophisticated and modern. Among cosmopolitans, global brands are positively related to brand equity and prestige. Furthermore, global brands are more credible, possessing greater positive brand associations. Global brands are infused with cultural capital properties, valued by cosmopolitans, since the use of such brands connotes eclectic and elite tastes in products.

Global brands emphasize creation and communication of global brand quality. Global brands are an acknowledged source of competitive brand strength owing to higher perceived status and prestige imagery. However, these attributes bear less weight than a quality brand image. Hence, status and prestige receive secondary emphasis as global brand benefits.

The attraction of cosmopolitans to global brands also applies to individual brands positioned as representative of a particular culture. Cosmopolitans may be may be attracted to a variety of brands from a particular country. Consumption of foreign brands is regarded as a culturally adventurous experience.[12]

Generate new insights

To generate new insights about cosmopolitan consumers, we conducted a survey of cosmopolitan consumer values held by U.S. cosmopolitan consumers. Cosmopolitanism was defined as a genuine, humanitarian appreciation for, desire to learn from, and ability to engage with, peoples of different cultures; in short, an affinity for cultural diversity and the proclivity to master it. Respondents to the survey consisted of a nationally-representative random sample of Americans aged 25+ years from a national online panel. The survey was based on a sample of 269 respondents and was conducted over a one-week period in July 2013. The survey data were analyzed by causal modeling of attitudes and values associated with cosmopolitanism. The results of the study – and its implications – are presented in this article.

Social characteristics of cosmopolitan consumer study respondents – gender, age, race and citizenship status – are presented in Table 1. Based on our research, we discuss some important considerations for addressing research opportunities involving cosmopolitan consumers.

What primarily influences cosmopolitan consumers? Our survey examined six factors associated with consumer cosmopolitanism that might be influential in marketplace consumption (see Table 2).

External orientation – open-mindedness. Cosmopolitan consumers are receptive to authentic experiences with other cultures. Brand associations with products representative of other peoples are positively received.

External orientation – international media exposure. Selective media use promotes a cosmopolitan consumer attitude and activates a global consciousness. Cosmopolitans make use of transnational media extending to broadcast, Internet and social communications. These media carry advertising and other persuasive communications for cosmopolitan brands. With the advent of newer communication technologies we can expect cosmopolitan consumers (a) to be early adopters and (b) vigilant for products that are congruent with their identities.

Media use may encourage a cosmopolitan attitude and activate a global consciousness. Cosmopolitans are likely to be reached by transnational media, such as broadcast, Internet and social media. Hence, such media are recommended for advertising cosmopolitan brands. It is also worth mentioning here that as new technologies are developed, companies with a cosmopolitan brand image will benefit by keeping updated about them and using them.

Materialism. Cosmopolitan consumers have materialistic tendencies. However, in this respect they do not differ from other consumers. Materialistic values alone may not lead to the consummation of purchases – unless the product also has perceived value.[13]

Cultural capital is associated with differences in consumer tastes. A study showed taste differences between high cultural capital cosmopolitans and low cultural capital consumers.[14] Cosmopolitans, in comparison with others, express their aesthetic appreciation for interior décor, furniture, clothing and leisure. When high cultural capital cosmopolitans desired functional clothing, it was because the design was coupled with a distinct aesthetic appeal. Consumers with low cultural capital preferred durable and comfortable clothing. Tastefulness was not an issue of serious concern.

Consciousness of kind. Identity verification motivates cosmopolitan consumers. Self-validation of their creative identities is one such motive. Self-categorization with others who have similar sophisticated tastes and lifestyles validates the cosmopolitan self-identity. Motivation is based on consciousness of kind – a sense of belongingness with similar others. Consciousness of kind lessens the effects of national culture differences between cosmopolitans. This facilitates formation of cosmopolitan brand communities. These communities are useful sources of information about this consumer group.

Global consumption orientation. Consumption signals consumer identities, expressed through shared tastes and lifestyles.[15] These transcend local and ethnic identities. The cosmopolitan consumer's identity is reinforced by the consumption of global brands. This being the case, researchers can use global brand consumption to locate cosmopolitan consumers for their studies.

Natural environment concern. Concern for social and environmental sustainability is a hallmark of cosmopolitan consumer behavior. A brand image of social responsibility is attractive to these consumers. Cosmopolitan attitudes about socially responsible brands diffuse to the general consumer population. This is because cosmopolitan consumers are watchdogs for good environmental practices.

Does not readily translate

Materialistic values are dominant among cosmopolitan consumers. However, this association does not readily translate into buying behavior. Cosmopolitan consumers are not, by and large, attracted to brands simply because they satisfy materialistic values. Products positioned as luxury brands are not involving to cosmopolitan cosmopolitan consumers.

Rather, cosmopolitan consumers are attracted to global brands and tend to have an international orientation. Brands with a global positive reputation, advertised internationally, are especially appealing. An international communications campaign that makes use of updated technology will have a receptive audience among these consumers.

Cosmopolitan consumers are described by their open-mindedness and interests in other cultures. Therefore, innovation and novelty are important facets of brand images for cosmopolitans. An inclusive, diverse user image for a brand is especially appealing. Coupled with open-mindedness is the cosmopolitan consumer's sense of social responsibility and interest in brands that engage in socially- and environmentally-responsible behavior. This implies the importance of a brand image that reflects these values. The brand image may be communicated by means of packaging, advertising campaigns and placement that focus on the company's position as a leader in social responsibility.

The concept of cosmopolitan cultural capital further illuminates study findings. Selected consumer marketplace insights include:

- The cosmopolitan buyer's opportunities for individual distinction through originality and authenticity are seized by acquiring a product offering.
- Cosmopolitans search for special product meanings of value aside from those employed in mass distribution of the same products.
- The cosmopolitan consumer's exclusionary motive operates by referencing cosmopolitan lifestyles in association with the product.
- There is a sense of eclecticism that product acquisition brings to the

cosmopolitan consumer self-image.

- Values of sophisticated taste and self-actualization appeal when they use cultural capital as their source.

Finally, it is worth noting that cosmopolitan consumers have a shared sense of identity despite their heterogeneity. Branding that reaches out to these consumers as members of a community is likely to appeal to them.

Help close the knowledge gap

The information gleaned from our study and presented here should help close the knowledge gap referenced in the introduction and serve as a springboard for further investigation. There is still much to learn about cosmopolitans but their overall buying power, coupled with their potential as influencers of others in their circles, makes this lucrative group of consumers well worth the effort.

Mel Prince is president of Prince Associates, a Darien, Conn., research firm. He can be reached at melvinprince@sbcglobal.net.

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••• a Quirk's resource guide

16 TOP Recruiting Companies

Real, qualified respondents are important to any and every research project. To find them, you need the right recruiters

There are multiple factors to consider when selecting a recruiting company, from the firm's level of experience to its processes and the employees executing and finishing the project. Underlying everything, though, are the company's databases. Without a range of sources from which to recruit, the firm won't be able to fill the quotas for those niche and hard-to-find respondent groups. Building a successful track record of securing the right participants in the right timeline starts with an experienced and creative staff that has a variety of methods of recruiting and has proven they can guide a project every step of the way. The best recruiters validate respondents prior to the research project, treat them with respect and courtesy and are able to accomplish the project within the agreed-upon cost and time parameters.

Here is a list of some of the top firms that provide recruiting and focus group services.

quirks.com/articles/2016/20160111.aspx

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Founded 1988 | 500+ employees
Laura Livers, CEO

Focus Pointe Global is a leading national provider of high-quality qualitative and quantitative marketing research data collection services. The 1.5 million-member FPG QualPanel™ provides practitioners with the articulate and engaged participants required for any marketing research project, no matter the methodology. FPG owns and operates 18 premier focus group facilities in the major metropolitan markets that are also the major DMAs for quantitative research projects. FPG offers a wide range of services, including expert focus group recruiting and coordination, complete online services, health care and clinical, ethnographies, product testing, jury research and mystery shopping. FPG is committed to providing its clients unrivaled research solutions with professional integrity and the highest level of service quality.

Phone 888.873.6287
www.focuspointeglobal.com

Group Dynamics in Focus Inc.

Founded 1981 | 17 employees
Robin Kaplan, CEO

Group Dynamics in Focus offers over 30 years of experience in qualitative marketing research. Located in suburban Philadelphia, we recruit for our focus group facility as well as outside venues. You can rely on us for expert recruiting of health care professionals, B2B and consumers. With the emphasis on innovative solutions to complex projects, we are able to deliver what we promise to our clients. We are trusted for our skills in recruiting medical professionals nationally for both in-person and telephone research. Our loyal clients appreciate our commitment to provide high-quality research projects that run smoothly from start to finish.

Phone 866-221-2038
www.groupdynamics.com

L&E Research

Founded 1984 | 226 employees
Brett Watkins, CEO

L&E knows that finding the right people to talk to is key for a successful research project and we are passionate about recruiting the best respondents for your study. For over 30 years, L&E has successfully recruited consumers, health care professionals and business professionals for virtually every type of research project. We start with our database of almost 500,000 respondents, then use the latest technologies and one of the largest recruiting teams in the industry. With a dedicated project manager providing daily feedback and access to real-time recruiting updates through our Client Portal, you can feel confident in your study's success.

Phone 877.344.1574
www.leresearch.com

Mediabarn Research Services

Founded 2004 | 20 employees
Keith Deaven, CEO

A multiservice firm located just minutes from Washington, D.C, Mediabarn Research offers a professionally seasoned, expert research team for moderating and top-quality participant recruiting. Our in-house recruiting team, comprised of interviewers carrying up to 30 years of personal industry experience, are trained to identify and enlist only the most proficient and engaging respondents. Using a variety of recruiting methodologies, which include our expansive and ever-growing respondent database, social networks, personal and business connections, Internet research and infield engagements, we are capable of sourcing fresh respondents in markets nationwide for both qualitative and quantitative research.

Phone 703-890-0770
www.mediabarnresearch.com

Reckner Healthcare

Founded 1991 | 225 employees
David Reckner, CEO

Reckner Healthcare provides complete fieldwork solutions for pharmaceutical and medical marketing research projects. Serving clients for more than 25 years, the company specializes in delivering access to physicians, allied health care professionals, payers, decision makers and opinion leaders across the United States and the world. Reckner has its own independently-maintained panel and internally-designed panel management system, making it one of the industry's most robust, respected health care panels. Providing fast access and easy platform linkages, Reckner offers recruiting and scheduling for qualitative and quantitative health care research projects. Services include list matching, recruitment, scheduling, verbal confirmations, programming, hosting and project, segmentation and honoraria/1099 management.

Phone 215-822-6220
www.recknerhealthcare.com

Recruit and Field Inc.

Founded 2009 | 14 employees
Josh Dyszel, CEO

Recruit and Field Inc. is the nation's leading independent qualitative recruiting company. With an in-house database of over 300,000 registered respondents, we hand-select participants using telephone screening techniques for consumer, business and health care research projects. Services are available for nationwide methodologies, including online board, mobile app and other Web interviewing platforms. Recruiting for localized methodologies such as focus groups, in-depth interviews, ethnography, etc., are available in New York, New Jersey, Boston, Philadelphia, Chicago, San Francisco, Los Angeles, Atlanta, Houston, Austin, Dallas and Miami. Having a non-venue-based infrastructure allows RAF to deliver high-quality recruiting services at an excellent value.

Phone 646-400-5650
www.recruitandfield.com

Resolution Research

Founded 1990 | 10+ employees
Nina Nichols, CEO

Recruitment is the life source of a project. Resolution Research is the go-to firm for high-level, hard-to-recruit audiences. We specialize in recruiting medical respondents, from dentists, veterinarians and MDs to patients with orphan diseases. We have reach in education, financial, IT, CPG and AG as well as most other industries (after all, we've been in business for 25 years!). We work across all methodologies and platforms with all types of respondents, including KOLs and low-SES. We pride ourselves on our reputation as the firm that continuously delivers. When you need quality with a quickness, call Resolution Research first.

Phone 303-830-2345
www.resolutionresearch.com

RRU Research - Fusion Focus

Founded 1975 | 33 employees
Maryanne Livia, President

RRU Research has been providing excellence in recruiting and project management nationwide since 1975 and unveiled its NYC research facility, Fusion Focus, in 2013. At RRU, we believe our clients deserve an experience that brings together not only the highest-quality recruiting, project management and service but also a visually pleasing and comfortable facility experience that fuses the latest in technology and fine design. We believe these factors combine to give our clients not only the most enjoyable experience but will also produce the most valuable research results.

Phone 718-222-5600
www.rruresearch.com

Schlesinger Associates
Quality Without Compromise

Schlesinger Associates

Founded 1966 | 600 employees
Steve Schlesinger, CEO

Recruiting for thousands of studies annually, our clients trust us as their research partner to deliver high-quality qualitative and quantitative recruitment for their important and most challenging projects for health care, consumer, B2B and technology markets. Our experienced and resourceful teams have an unparalleled understanding of quality drivers across a range of recruitment solutions from panel to telephone to social media. We are fully committed to tracking down and engaging your target audiences to participate in our full range of methodologies. At Schlesinger, we dig deeper, leveraging participant connections and constantly pushing the boundaries of our capabilities to help you succeed. Celebrating 50 years!

Phone 732-906-1122
www.schlesingerassociates.com

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Survey Center Focus, LLC

Founded 1973 | 85
Susan Stanicek, Managing Director

Survey Center Focus is a top rated research company specializing in recruiting top C-suite executives, B2B audiences, physicians, low-incidence patients, KOLs, and difficult-to-recruit respondents. Our best-in-class recruiters, proprietary databases, and thoughtful project management ensure we're talking to the right people and unearthing powerful information. Due to our flexible nature, we are able to assign creative resources to get in the trenches and meet the toughest recruiting challenges. Our experience includes recruiting thousands of physicians for top pharmaceutical companies globally and Fortune 1000 C-suite executives for international consulting firms. With this expertise, we're ready to tackle all your toughest projects.

Phone 312-321-8100
ww.scfllc.com

Names of Note

■ In Jackson, Miss., **Pamela Weaver** has joined the *Mississippi Development Authority* as CMO for the state's economic development agency.

■ Tampa, Fla., firm *Study Hall Research* has appointed **Joel Taylor** as associate research consultant. The firm has also promoted **Joshua Tahan** from associate research consultant to research consultant.

■ In the U.K., the *Join the Dots Graduate Development Programme* has welcomed eight new graduates from universities in and around greater Manchester, as well as relocating from Paris, Lyon, Brussels and Frankfurt, to join the U.K. research agency. The firm has also further expanded its research team with the addition of **Hollie Clark**, who will design creative strategies for global brands.

■ Columbia, Md., performance marketing agency *Merkle* has appointed **David Skinner** as vice president of strategic alliances and partnerships in Merkle's Enterprise Solutions Group.

■ **Kirk Englehardt** has been named vice chancellor for marketing and communication at the *University of Tennessee at Chattanooga*.

■ France-based travel and expense management firm *KDS* has appointed **Kate Roe** as vice president of marketing.

■ *The American Marketing Association*, Chicago, has selected **Rajdeep Grewal** of the *University of North Carolina Kenan-Flagler Business School* in Chapel Hill, N.C., as editor-in-chief designate of the *Journal of Marketing Research*.

■ **Steve Lopez** has joined Denver-based consumer insights firm *iModerate* as its vice president of business development.


Lopez

■ Atlanta-based research and consulting firm *CMI* has hired **Vivian Harris** as account director for its client services team.

■ Lancaster, N.Y., manufacturer *Classic Tube* has appointed **Nicole Millich** as marketing manager.

■ In New York, researcher *GfK* has appointed **Anna Maria Vitek** as senior vice president and general counsel for the Americas.

■ *Subway*, Milford, Conn., has named **Joe Tripodi** as its global CMO.

■ In New York, *NBCUniversal's* Content Innovation Agency has appointed **John Harrobin** as CMO.

■ **Jamie Shacklock** has joined U.K. online research firm *ZappiStore* as director of research architecture.

■ In San Francisco, digital marketing agency *3Q Digital* has appointed **Mason Garrity** as vice president of strategy, **Aaron Bart** as vice president of creative and **Feliks Malts** as vice president of analytics.

■ London-based marketing and technology agency *DigitasLBi* has appointed **Fern Miller** as CMO, international, a newly created position.

■ Fishkill, N.Y., firm *Virtual Incentives* has appointed **Derek Dressler** as senior vice president of sales, based in Chicago, while **Jermaine Clifford** has relocated to the company's Atlanta office as a strategic sales specialist.

■ Irvine, Calif., firm *MFour Mobile Research* has recently hired **Ashleigh Mann** as solutions development representative.

■ **Martin Filz** has transitioned to CEO, Asia Pacific, for Warren, N.J., online panel provider *Lightspeed* effective January 1. In addition, **David Day**, president and global CEO, has expanded his responsibilities to include interim CEO, Europe, Middle East and Africa.


Filz


Day

■ Waltham, Mass., payments technology company *BlueSnap* has named **Scott Fitzgerald** as senior vice president of marketing, **Bob Botelle** as senior vice president of customer success and **Scott Conti** to lead sales efforts.

■ Netherlands-based social media curation platform *Crowdynews* has appointed **Joe Bransom** as vice president of sales for the Americas, **Julian Johns** as vice president of sales focused on Europe and rest of world

quirks.com/articles/2016/20160212.aspx

and **Allyson Barr** as vice president of marketing, focusing on all global marketing efforts. Bransom and Barr will be based in the firm's Boston office.

■ *National Research Group* (NRG), a Los Angeles entertainment research and strategy firm, has appointed **Jon Penn** as its new CEO.

■ *MarketVision Research*, Cincinnati, has promoted the following: **Lanie Ross** to human resources associate; **Shannon Voors** to senior research associate; and several team members have been promoted to research associate, including **Michelle Ketterman**, **Nicole Lemen**, **Lauren Yates**, **Megan Schohl** and **Karen Shull**.

■ **Stephen Quinn**, executive vice president and CMO for *Walmart U.S.*, stepped down from the company and retired in January. Walmart has also hired former Target exec **Michael Francis** as a marketing consultant and named **Tony Rogers** as U.S. CMO.

■ France-based researcher *Ipsos* has appointed **Simon Wake** as managing director for Australia and New Zealand. He replaces **Hamish Munro**, who has been promoted to CEO of Ipsos South East Asia.

■ Overland Park, Kan., phone company *Sprint* has appointed **Roger Solé** as CMO.

■ *The NPD Group Inc.*, a Port Washington, N.Y., research company, has hired **Jeremy Allen** as group president, product.

■ Framingham, Mass., research and consulting firm *IDC Energy Insights* has hired **Kevin Prouty** as vice president of research.

■ **Elaine Vieira** has joined *Red Bank*, N.J., research agency KL Communications as research manager.

■ Foster City, Calif., subscription services firm *Zuora* has appointed **David Gee** as the company's CMO.

■ **Steve Hasker** has been named global president and COO for *Nielsen*, New York.

■ *The Advertising Research Foundation*, New York, has appointed **Augustine Fou** as chief marketing science officer and **Manuel Garcia-Garcia** as senior vice president, research and innovation: global and ad effectiveness.

■ *Apple*, Cupertino, Calif., has appointed **Jeff Williams** as COO and **Tor Myhren** as vice president of marketing communications. Additionally, **Phil Schiller**, senior vice president of worldwide marketing, has expanded his role to include leadership of the App Store across all Apple platforms.

Banks

■ Baldwinsville, N.Y., firm *Research & Marketing Strategies Inc.* (RMS) has hired **Zach Shaw** as panel associate and has promoted **Emily Palermo** to the RMS analytics team as research and social media associate. Also, **Heather Banks** has been promoted as senior coordinator, health care transformation, for the firm's health care team.

■ In New York, **Tülin Erdem**, the Leonard N. Stern professor of business and professor of marketing at the *Stern School of Business*, *New York University*, has affiliated with consulting and expert testimony firm *Cornerstone Research*.

■ In Los Angeles, media and marketing solutions firm *Tribune Publishing Company* has appointed **Mark Campbell** as senior vice president of digital acquisition and marketing.

■ *Red Robin Gourmet Burgers Inc.*, Greenwood Village, Colo., has appointed **Jonathan Muhtar** as senior vice president and CMO.

■ *Northeastern University*, Boston, has appointed **Brian Sullivan** as vice president and CMO.

■ In Tampa, Fla., data-as-a-service firm *DataMentors LLC* has hired of **Michelle Taves** as senior vice president of data strategy and product management.

■ *Target*, Minneapolis, has appointed **Keith Colbourn** as senior vice president of loyalty and lifecycle marketing.

■ *CBS Radio*, New York, has named **Michael Simon** as senior advisor, data analytics and political advocacy.

■ Mountain View, Calif., big-data-as-a-service company *Qubole* has appointed **Jonathan Trail** as its first vice president of customer success.

■ In Merrillville, Ind., consulting firm *Legacy Environmental Services Inc.* has hired **Michelle Dell** as its manager of marketing and business development.

■ Crystal Lake, Ill., engineering firm *Baxter & Woodman Inc.* has appointed **Deborah Finn** as CMO.

■ El Segundo, Calif., sales acceleration platform *Velocify* has appointed **Matt Reid** as vice president of marketing.

Research Industry News

News notes

■ According to the **Market Research Society**'s Annual League Table, which ranks, by U.K.-based revenue, the largest organizations (those with revenue exceeding £3 million) in the U.K. research and insight industry in 2014, the 86 organizations eligible for entry generated over £2.7 billion in revenue, representing a 4 percent overall year-on-year growth.

■ In December, **Apple** closed down **Topsy**, the Twitter and general social media analytics service it bought two years ago for more than $200 million.

■ Reston, Va., firm **comScore** and Portland, Ore., firm **Rentrak** each scheduled shareholder meetings for January 28 to seek shareholder approval of the proposed merger. At press time, the closing of the merger remained subject to approval by comScore and Rentrak shareholders. The merger agreement was unanimously approved by the boards of directors of both companies and comScore and Rentrak expected the deal to close after the shareholder approval. Assuming shareholder approval, the combined company was expected to trade under the comScore ticker symbol (SCOR).

■ Tampa, Fla., firm **Study Hall Research** has made a contribution on behalf of its clients to the UNICEF Kids In Need of Desks (K.I.N.D.) global education campaign to provide desks and supplies to a classroom of 40 students in Malawi, Africa.

quirks.com/articles/2016/20160213.aspx

Acquisitions/transactions

■ Nanuet, N.Y., firm **Target Research Group** plans to merge with Barrington, Ill., firm **Relevation Research**. Once the merger is completed, each of the companies will operate as separate entities. Nan Martin, current president of Relevation, will become the new president of Target Research Group and Greg Spagna will remain the CEO of the combined companies.

■ Dublin-based information services company **Experian** has completed the sale of its consumer insights businesses **Hitwise** and **Simmons** (which form part of Marketing Services) to Palo Alto, Calif., private equity firm **Symphony Technology Group** for $47 million plus an earnout of up to $5 million.

■ Stamford, Conn., research technology company **FocusVision** has partnered with **EQT**, a private equity group, for an arrangement under which EQT and FocusVision's management team will acquire the company. Terms were not disclosed.

■ New York health care research and consulting firm **Kantar Health** has acquired Prague-based research firm **CEEOR**.

■ San Francisco-based social media scheduling firm **Buffer** has acquired social media customer service and brand monitoring tool **Respondly**. The firm will be rebranding it as Respond and it will remain a stand-alone tool.

■ New York media investment firm **GroupM** has acquired London-based marketing solutions company **The Exchange Lab** and its proprietary programmatic marketing technology Proteus.

■ France-based communications group **Havas** has acquired Westbrook, Conn., health care marketing, communications and consulting agency **Gemini Healthcare LLC** and will combine the firm with existing Havas group Managed Edge to create a new company, Havas Gemini. Gemini Healthcare is currently led by Gary Ainsworth and Michael Pill. Ainsworth will serve as CEO and Pill will serve as CCO to the new company.

■ **Microsoft**, Redmond, Wash., has acquired Palo Alto, Calif., big data start-up **Metanautix**.

■ Ireland-based security company **Tyco International** has reached a definitive agreement to acquire **ShopperTrak**, a Chicago-based retail analytics firm, for approximately $175 million.

Alliances/strategic partnerships

■ Detroit-based research and consulting firm **Morpace Inc.** has formed a strategic alliance with **Keller Fay Group**, a company of Montreal social technology firm Engagement Labs, to offer word of mouth advocacy and influencer research and consulting services to the automotive sector. Separately, Morpace Inc. has formed a strategic partnership with Provo, Utah, survey platform provider **Qualtrics** to make research and technology solutions available to organizations globally.

■ Oslo, Norway, customer experience software firm **Confirmit** has partnered with **Emotient**, a San Diego-based emotion detection and sentiment analysis technology firm, to bring insight to market research organizations and voice of the customer programs. The partnership allows research organizations to use behavioral analytics to extract insight from research surveys.

■ Portland, Ore., firm **Rentrak** has expanded its relationship with **Nexstar Broadcasting Group Inc.** in Irving, Texas, by adding KASW (CW) Phoenix and KLAS (CBS) Las Vegas to its client roster of Nexstar-owned or -operated stations.

■ Research reporting firm **E-Tabs** and survey software firm **Merlinco**, both based in London, have entered a strategic partnership allowing integration of their tools, enabling market researchers to perform survey data processing in Merlinco's MERLIN survey tabulation system and export the results directly into E-Tabs' suite of reporting tools for charting and full report automation.

■ **Walgreens** has tapped research panel provider **Verve Chicago** to help capture consumer insights from members of its Balance Rewards Loyalty program through a new shopper panel. Walgreens Viewpoint is an online research community where registered users can read about and post on various topics, receive Walgreens-related news and participate in surveys and sweepstakes.

■ **PlaceIQ**, a location-based audience and insights platform based in New York, has formed a new alliance with Chicago researcher **IRI**. PlaceIQ's location intelligence platform will leverage IRI's CPG purchase data to provide marketers with insights into the customer shopping journey, including the ability to use offline purchase insights to increase the effectiveness of targeted advertising. The resulting insights will allow brands to inform campaign targeting and align it with contextually relevant scenarios for consumers.

■ **TiVo Research**, New York, and U.K.-based researcher **RealityMine** have partnered with NBCUniversal, New York, to provide single-sourced cross-platform measurement of the 2016 Rio Olympic Games. The project will be conducted during the games from Rio de Janeiro on August 5 through August 21, producing an analysis of how viewers who opted in to participate in the study consume NBCUniversal's Olympic content across multiple devices including TV, mobile and digital.

■ In the U.K., research agency **Millward Brown** and Reston, Va., firm **comScore** have partnered to give brands an understanding of how their digital advertising is performing. The global partnership, excluding the U.S., Canada and Taiwan, will enable brands and their agencies to assess the full value of their digital advertising. The combined data will also benefit publishers looking to demonstrate the power and value of their platforms to advertisers.

Association/organization news

■ In Los Angeles, market research non-profit organization **Women in Research** has launched its 50/50 initiative, which was developed to provide greater visibility and thought leadership opportunities for women across the marketing intelligence industry by matching them with speaking opportunities at the industry's events.

Awards/rankings

■ India-based researcher **MRSS** received the Digital Market Research Agency of the Year award and Raj Sharma, chairman of MRSS India.com, received the Digital Entrepreneur of the Year award at the Mobile and Digital Marketing Summit hosted by the **World Marketing Congress** at Taj Lands' End in Mumbai on November 27.

■ **Michelle Andre**, vice president of marketing for Fishkill, N.Y., firm **Virtual Incentives**, was named a winner in the Marketing Executive of the Year category in the **Best in Biz Awards**, an independent business awards program judged by members of the press and industry analysts. She won the award for her leadership in creating marketing programs for B2B technology companies.

■ **Rebecca Brooks**, partner and co-founder of Los Angeles research firm **Alter Agents**, has been named a bronze winner in the small business category for the **Best in Biz Awards**.

■ **Kristen Murphy**, a senior planning analyst for New York energy company **Consolidated Edison** (Con Ed), has been awarded the Client Award for Excellence by **Research Business Report**. The award recognizes excellence in clients' use of specific categories of research. Con Ed was nominated for the co-creation research category.

■ El Segundo, Calif.-based technology firm **Ace Metrix** announced the Brand of the Year winners for each of the 17 most competitive video advertising categories. For the third year running, Google was named the top software and Web sites brand, followed by Android. Other winners include Amazon and Petco, tying in the retail category, and HBO, which earned the Brand of the Year distinction in the telecom category.

New accounts/projects

■ Portland, Ore., firm **Rentrak** has signed a long-term TV measurement agreement with **Waterman Broadcasting** in Fort Myers, Fla.

■ Mountain resort company **Vail Resorts** has implemented Palo Alto, Calif., customer experience management company **Medallia**'s software to align its operations. Medallia enables Vail Resorts to integrate guest data into its day-to-day operations, understand customer expectations and respond in real-time.

■ **Research & Marketing Strategies Inc.**, Baldwinsville, N.Y., was granted approval from Centers for Medicare and Medicaid Services to conduct the OAS CAHPS Survey beginning with the National Implementation in January. RMS has been approved to administer the survey in the mixed-mode, mail-only and telephone-only data collection modes. The OAS CAHPS survey will collect information about patients' experiences of care in hospital outpatient surgery departments and ambulatory surgery centers.

■ India-based researcher **MRSS India** has been selected by the **Times Group**, a media conglomerate, as its research partner for three projects: Times Architect Study, Times Tech Study and Times Best Brands. The projects are key influencer studies to understand top brands/companies in India across different sectors based on consumer/influencers ranking.

New companies/new divisions/relocations/expansions

■ Katrina Noelle, president of **KNow Research** and Janet Standen, director of **JS Strategic Insights**, have joined forces to launch **Scoot Insights**. The new consultancy offers agile, real-time insights to answer clients' research questions using real-time recruiting, dual moderators, live analysis and interactive debrief sessions via an in-person, online or hybrid approach. Scoot Insights is based in San Francisco.

■ France-based research and loyalty services firm **Bilendi** has opened a second German office in Cologne. Additionally, Andreas Knappstein is joining the German team as sales director in the DACH countries (Germany, Austria, Switzerland).

■ **Antares Advisors**, a new business intelligence and consulting firm in Philadelphia, has launched its new consultancy practice serving clients in the U.S. Antares Advisors provides services such as business growth strategy and planning, customer journey mapping, ROI and KPI development and primary and secondary data insights and analysis.

■ **VuPoint Research**, a subsidiary of Portland, Ore., firm MDC Research, has expanded its Dallas office by adding a 40-seat call center.

■ **The Branded Content Marketing Association** (BCMA) has re-launched in the U.S. under the name BCMA USA rather than BCMA North America and will operate under a chapter agreement. Mike Wiese, head of branded content and entertainment at J. Walter Thompson New York, will be president.

■ **IBM**, Armonk, N.Y., has opened its global headquarters for its new Watson Internet of Things (IoT) unit in Munich, Germany, launching a series of new offerings, capabilities and ecosystem partners that will be available through the IBM Watson IoT Cloud. The global headquarters will also serve as its first European Watson innovation center that will bring together 1,000 IBM developers, consultants, researchers and designers and will serve as an innovation lab for data scientists, engineers and programmers. IBM will also deliver Watson APIs and services on the Watson IoT Cloud Platform. In addition, the company has opened eight new Watson IoT Client Experience Centers across Asia, Europe and the Americas.

■ Tonawanda, N.Y.-based market research firm **Segmedica** has launched a new brand, xsperient, which will serve customers with products and services related to health and wellness.

■ **Microsoft**'s Bing Pulse is changing its product name and brand identity to Microsoft Pulse. Microsoft Pulse has also become a multi-platform service, integrating with several products within the Microsoft family, including Skype for Business, Power BI and others. In addition to a new and upgraded producer app, the brand now offers new features to the current services lineup, including Pulse for Market Research, Pulse for Broadcast and others.

■ Plano, Texas, firm **Research Now** has created a new sales structure for the North American team. The announcement came after a 12-month engagement with the Alexander Group (AGI), a Scottsdale, Ariz., consulting firm. Based on AGI's recommendations, a more streamlined organization was created. The new Americas sales organization is led by Greg Ellis, executive vice president, Americas sales and business development and his executive leadership team.

CALENDAR OF EVENTS

••• can't-miss activities

The 2016 Pharma Market Research Conference (USA) will be held on February 3-4 at the Hilton Parsippany Hotel in Parsippany, N.J. Visit usa.pharmamarketresearchconference.com.

AMA will hold its Analytics with Purpose Conference on February 7-9 at the JW Marriott Scottsdale Camelback Inn Resort and Spa in Scottsdale, Ariz. Visit www.ama.org/Pages/default.aspx.

SSI will hold a one-hour Webinar, titled "Data Quality - Traps, Tricks and Checks," on February 9 at 11:00 a.m. CST. Visit http://bit.ly/1PIVSiU.

Unicom will hold its Testing Showcase North conference on February 11 in Manchester, U.K. Visit www.unicom.co.uk.

The Merlien Institute will hold its Qualitative360 Europe 2016 event on February 16-17 at the Ramada Hotel Berlin Alexanderplatz in Berlin. Visit eu.qual360.com.

The Pharma CI Europe Conference and Exhibition will be held on February 18-19 at the Paris Charles de Gaulle Airport Marriott Hotel in Paris. Visit europe.pharmaciconference.com.

The Strategy Institute will hold its Digital Marketing for Financial Services Summit West event on February 18-19 at the Park Central Hotel in San Francisco. Visit www.financialdigitalmarketingwest.us.

Quirk's will be holding its 2016 Quirk's Event on February 23-24 at the Marriott Brooklyn Bridge in New York. Visit www.thequirksevent.com.

AMA will hold its 2016 Winter Marketing Academic Conference on February 26-28 at Caesars Palace in Las Vegas. Visit www.ama.org.

The Atlanta/Southeast MRA will hold an event, titled "Jazz Up Your Research Marketing Research Educational Conference," on March 9-11 in New Orleans. Visit www.marketingresearch.org/mrac/mra-atlantasoutheast-chapter.

Unicom will hold its Sentiment Analysis in Finance conference on March 10-11 in Singapore. Visit www.unicom.co.uk.

MRS will hold its annual conference on March 15-16 at The Grange Tower Bridge Hotel in London. Visit www.mrs.org.uk.

The Conference Board will hold its 12th Annual Customer Experience Conference on March 24-25 at the New York Marriott Downtown in New York. Visit www.conference-board.org.

CASRO will hold its Digital Research Conference on March 29-30 at The Driskill in Austin, Texas. Visit www.casro.org.

NMSBA will hold its Neuromarketing World Forum on April 4-6 in Dubai, United Arab Emirates. Visit www.neuromarketingworldforum.com.

The Southwest and Northwest Chapters of the MRA will be holding the 30th Annual Las Vegas Conference on April 5-7 at Planet Hollywood Hotel and Casino in Las Vegas. Visit lasvegas.swmra.org/.

Strategy Institute will hold its Fifth Annual Customer Experience Strategies Summit on April 4-5 at the Ritz Carlton in Toronto. Visit www.customerexperiencecanada.com.

SKIM and **Sawtooth Software** will hold their 2016 European Conference and Training Event on April 12-15 at the Courtyard by Marriott Rome Central Park Hotel in Rome. Visit sawtoothsoftware.com.

QRCA will hold its 2016 QRCA Worldwide Conference on April 13-15 at the Vienna Marriott Hotel in Vienna, Austria. Visit www.qrca.org.

Unicom will hold its Business Intelligence in a Networked World event on April 14 in London. Visit www.unicom.co.uk.

Unicom will hold its Data Analytics and Sentiment Analysis conference on April 14 in London. Visit www.unicom.co.uk.

PMRG will hold its Healthcare Marketing Researchers Connect event on May 1-3 at the Gaylord National Hotel in National Harbor, Md. Visit www.pmrg.org.

The University of Alberta International Institute for Qualitative Methodology will hold its 15th Annual Qualitative Methods Conference on May 3-5 in Glasgow, U.K. Visit www.iiqm.ualberta.ca.

The Mobile Marketing Association will hold the MMA Mobile Marketing Leadership Forum on May 10-11 in New York City. Visit www.mmaglobal.com.

AAPOR will hold its 71st Annual Conference on May 12-15 at the Hilton Austin in Austin, Texas. Visit www.aapor.org.

LIMRA will hold its 2016 Marketing and Research Conference on June 1-3 at Disney's Grand Floridian Resort and Spa in Lake Buena Vista, Fla. Visit www.limra.com.

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

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Mtn Dew® Kickstart™: How It Came Together
Abby Finnis, *PepsiCo*
Debra Liscinsky, *RTi Research Inc.*

The innovation team behind Mtn Dew® Kickstart™ and RTi Research will share highlights of their journey and the critical role consumer research played. For Mtn Dew®, staying authentic to loyal fans, attracting new drinkers and being "true to DEW®" were guiding mandates. You'll hear how the innovation team leveraged holistic research to create, develop and build the line. Mtn Dew® Kickstart™ is innovation "done right," generating excitement and record growth year after year.

How Epson Is Strengthening Itself as a Global Brand in the Face of an Ever-Changing Landscape in LATAM
Denise Offutt, *Epson America Inc.*
Shira Horn, *Radius Global Market Research*

Using Your Gifts and Talents to Give Back
Jim Bryson, Don Marek & Steve Schlesinger,
MREF Board Member

Will Your New Concept Be a Success or a Failure?
Lisa McGurk & Janet Fisher-Hughes, *Blueberry*
Gijsbert den Hertog, *The Smart Vision Company*

Data, Dashboards, PowerPoint and Infographics - The MR Reporting Landscape Today and into the Future
Benjamin Rietti, *E-Tabs*
Kevin Mahler, *Schmidt Market Research*

Data Disruption by Design: Tapping Design Thinking to Transform Data into Effective Storytelling
Marcus Jimenez, *StickyDocs*

Three Rules for Marketing—Based on the Brain
Pranav Yadav, *Neuro-Insight US Inc.*

Mobile "In the Moment" Research Critical in Uncovering Consumer Motivations

Amit Ghosh, *Copernicus Marketing Consulting & Research*

Beware the Professional Survey Panelist!

John Dick, *CivicScience*

The Connected Narrative

Tim Hoskins, *Quester*

Catalyzing Understanding: The New Role for Insights

Neil Wieloch, Veronica Newman & Garred Sheppard, *1-800 CONTACTS*

Getting the Full Picture on the Consumer Journey - A Behavioral Data Case Study

Daan Versteeg, *Wakoopa*
Niels Schillewaert, *Insites Consulting*

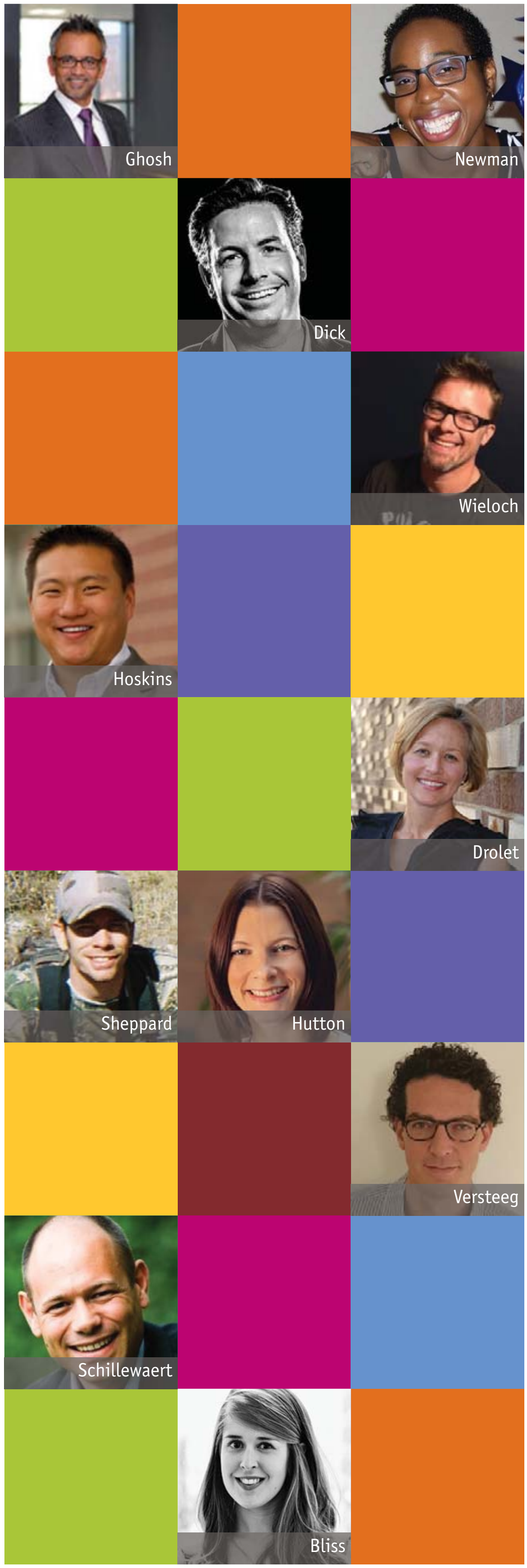
Millennial Trendscape: What's Driving Youth?

MaryLeigh Bliss, *Ypulse*

It Takes Two: Hilton and iModerate Discuss the Needs of Today's Corporate Researcher

Tara Hutton, *Hilton Worldwide*
Jen Drolet, *iModerate*

Corporate researchers are expected to be nimbler than ever. Answering to multiple stakeholders, balancing numerous partners and managing multiple projects creates a challenging environment that requires flexibility to be successful. What does today's corporate researcher need from their partners? In what ways can research firms adapt to meet those needs? Tara Hutton of Hilton Worldwide and Jen Drolet of iModerate will explore these questions in a session aimed to help corporate researchers and their partners work together harmoniously in the face of today's challenges and constraints. Using recent work as a backdrop, they'll explain how an iterative process, in which researcher and client work side-by-side, allows both teams to go further faster.



80+ SESSIONS,
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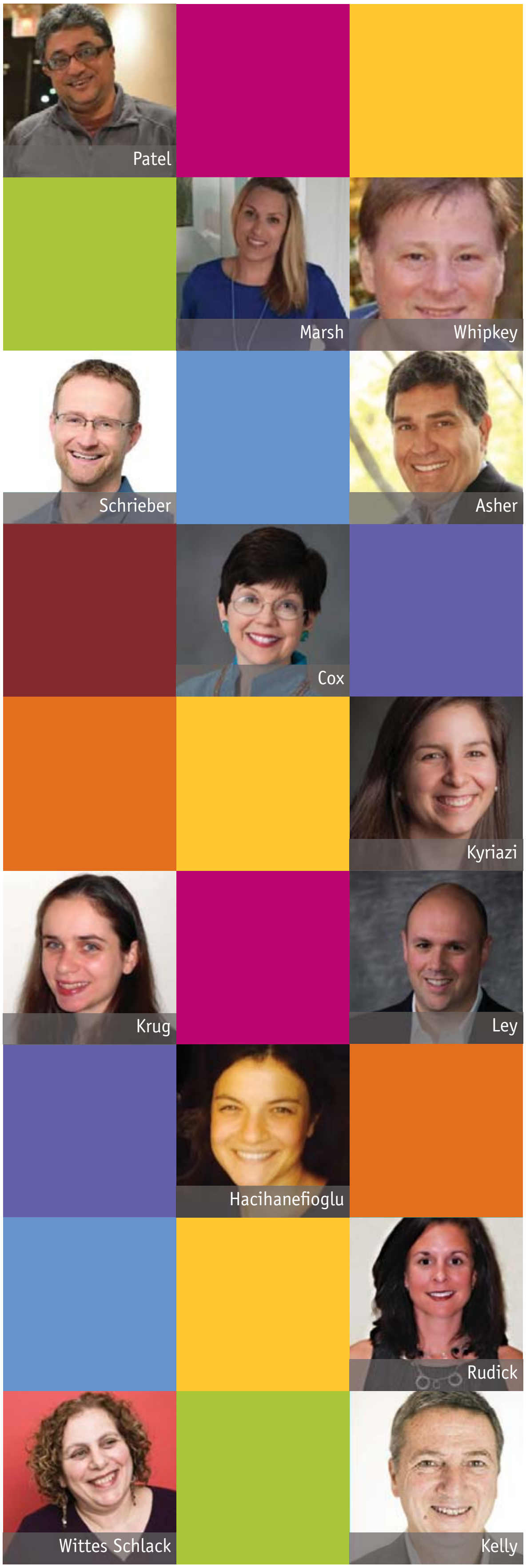


How Collecting White Space Insights Minimizes Product Development Risk
Kimberly Marsh & Hemen Patel, *QualQuant Signals*

Rapid Response Case Study: Using Real-Time Insights to Master New Product Launches
Jared Schrieber, *InfoScout*

Using Mixed Methods to Inform the Product Roadmap
Rachel Krug, *Constant Contact*

Transforming B2B Sales by Leveraging Research-based Content Creation
Christina Kyriazi, *Peak 10*

Use Your Customers as Ethnographers
Nancy Cox, *Hallmark Cards Inc.*
Julie Wittes Schlack, *C Space*

How Turkcell Used Hybrid Research to Create a Jingle Evaluation Test
Sili Hacihanefioglu, *Turkcell*

Back to the Future: Old School Survey Research in a Big Data-Obsessed World
Eric Whipkey, *Navy Federal Credit Union*

The Evolving Intersection Between Digital and Physical Shopping
Jonathan Asher, *Perception Research Services*

I Feel the Need for Speed!
Alicia Rudick, *Sonoco*

Putting People Back into Research Using Voice and Video
Frank Kelly, *Lightspeed GMI*

Keeping Corporate Insights Functions Relevant
Brian Ley, *Valspar*

valspar
the beauty goes on®

Valspar's consumer insights department was established in 2014 and quickly became an influential function in a $4.5 billion corporation. Whether you're a veteran in an established corporate insights function or new to your role, Valspar's story of creating an insights function from scratch serves as a roadmap for keeping your team relevant and in-demand.

IBM and Twitter: What's in a Tweet?

James Newswanger, *IBM*

How Comparative Data Is Changing the Way Sports Teams Compete for Fans' Budgets

Rudy Nadilo, *Dapresy*
Nikolay Panchev, *Turnkey Intelligence*
Rob Mulhall, *National Hockey League*

Lyft Scoots Ahead Thanks to Agile, Effective, Interactive Insights

Colin Frolich, *Lyft*
Katrina Noelle & Janet Standen, *Scoot Insights*

This session will share an agile insights case study that allowed Lyft to make quick decisions during the development and rollout of their Lyft Line offer in the face of tough competition. This approach incorporated both in-person and online qualitative research methods. This insights into action methodology was completed in partnership with Scoot Insights, an expert in quick turnaround insights, delivering qualitative solutions within a week.

The 2015 Digital Collaborative: A Year of Exploration by Major Brands to Understand the Digital Consumer

Dave Norton, *Stone Mantel*
Kurt Steigerwald, *MarketVision Research*

Three Ways to Kill Strategic Thinking or Five Habits to Get You Promoted to Vice President!

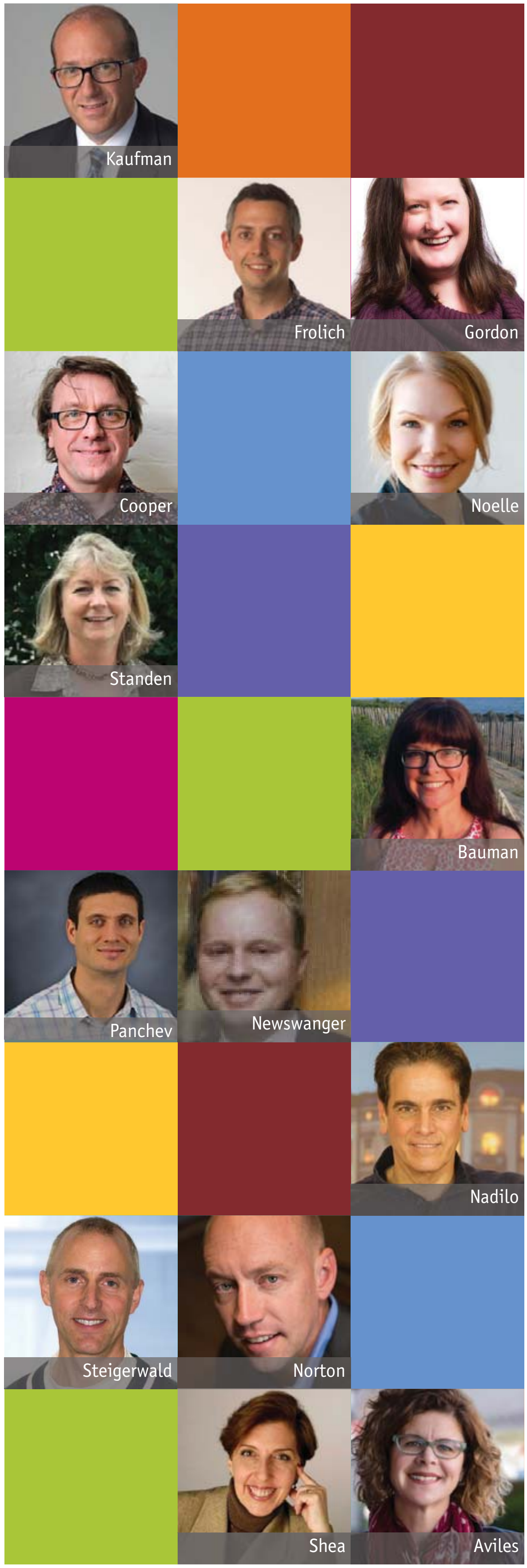
Carol Shea, *InsightsCentral*

Engaging Stakeholders and Sales Associates Through B2B Community Panels

Jeffrey Kaufman, *Isagenix*
Andrew Cooper, *VERVE*

What Would Delighted Participants Mean to the Research Industry?

Sandra Bauman & Mary Aviles, *Bauman Research & Consulting*
Stephenie Gordon, *Schlesinger Associates*



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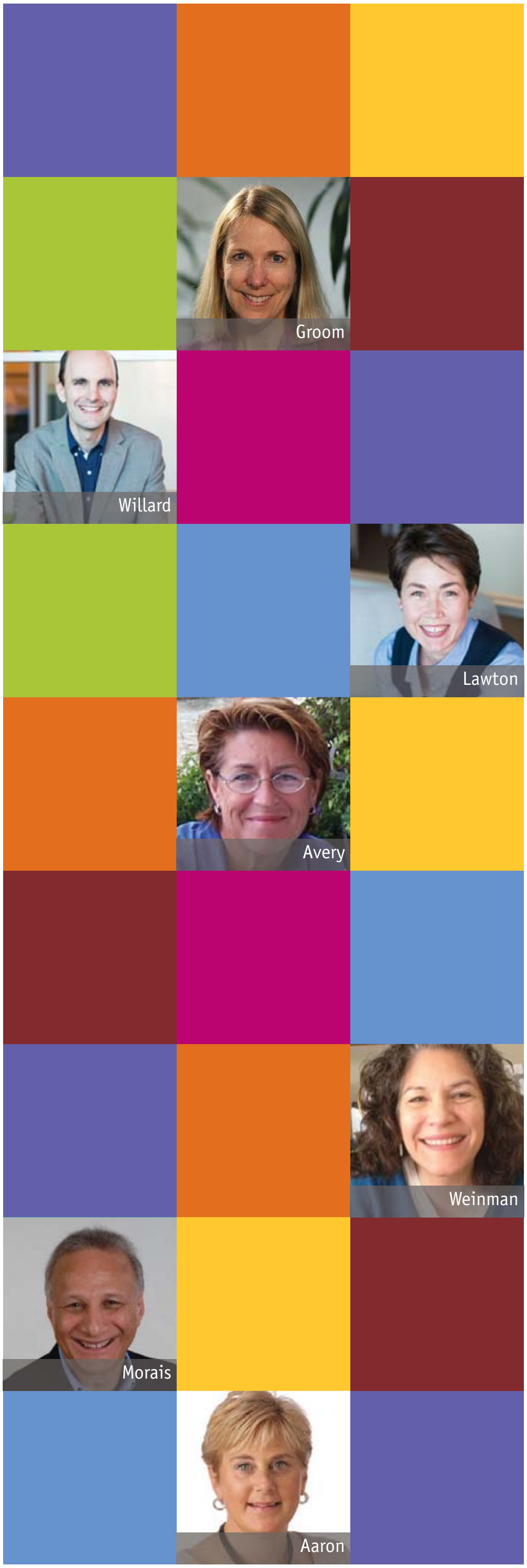


Boosting Brain Health: Using Concept Testing to Look Inside Consumers' Minds

Allison Groom, *American Heart Association/American Stroke Association*
Andrew Willard & Anna Lawton, *W5*

Learn how American Heart Association/American Stroke Association and W5 leveraged hybrid research to spark creative development and refine campaign concepts. In this case study presentation, we will discuss the importance of aligning methodologies with research needs and target audience as well as the value of a mixed methodology approach in the creative process.

Using Psychology and Anthropology to Understand Luxury Hotel UX

Cynthia Weinman & Robert Morais, *Weinman Schnee Morais Inc.*

Seeing Is Believing—Simulating the Buying Experience More Effectively

Karen Avery, *Weight Watchers*
Shari Aaron, *Radius Global*

There are advantages in using choice-based research to guide decisions on how Weight Watchers can be offered to consumers on our visitors site. These latest advances allow us to mimic the actual buying experience in a highly controlled environment and offer an engaging experience for consumers. We collect more accurate reflections of how consumers will respond to our service in market. This methodology is easily digestible for internal teams, enabling us to collaborate successfully.

Building Customer Understanding

Brittany Williams & Katharine Giari, *Etsy*

How One Team Moved a Mountain: Influence and Inspiration for New Thinking with an Enterprise-Wide Insights Community

Christina Nathanson & Jeff Polevoy, *AIG*

Sarah Sandberg, *Passenger*

Gamification Is More than Playing Games: Incorporating Gamification Mind-Set into Qualitative Research

Susan Fader, *Fader & Associates*

Infographic Magic Brings Snowmen (Research) to Life

Kelsy Saulsbury, *Hallmark Cards Inc.*

Having trouble getting your business partners to read that long research report? People today are short on time and attention spans and getting good research work noticed is harder and harder. Infographics done right can be an effective way to get the conversation going or make the key points you need to make. It also allows you to upcycle existing data or research and make it new again. Learn tips for translating research to infographics and how to work effectively with designers. Bonus: I will be sharing a fun case study on snowmen research!

Boston Children's Hospital – How to Measure Its Brand Value and Make the Most of It

Jewel Ascano, *Boston Children's Hospital*

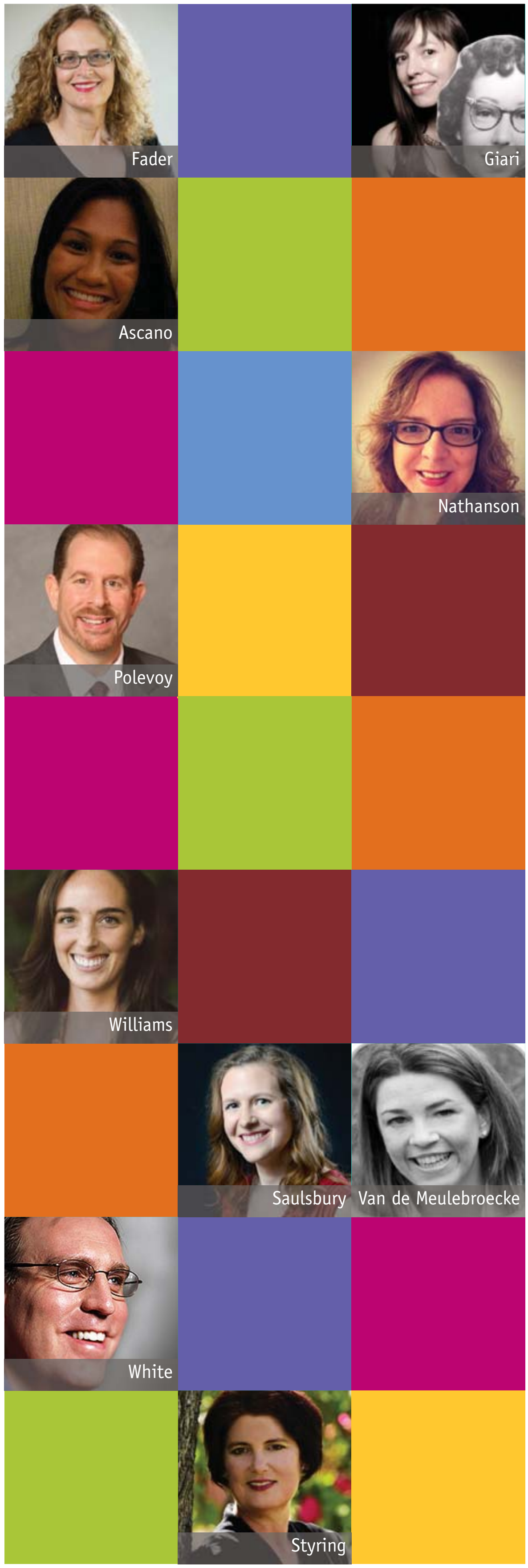
Jennifer Van de Meulebroecke, *TRC*

Brands as Character Actors: How Brands Play Roles in Consumers' Life Stories

Jim White, *RealityCheck Consulting Network LLC*

Know Your Humans: Moving Beyond Technology to Connect with Consumers

Kelley Styring, *InsightFarm*



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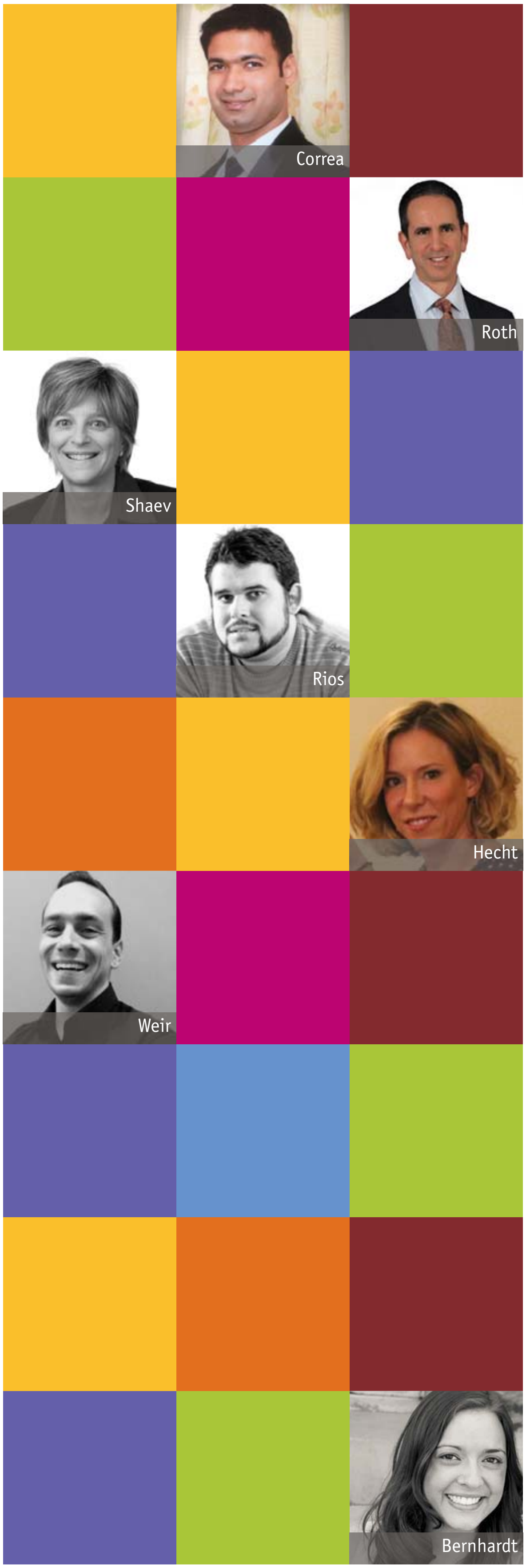


Diversity Marketing: Segmentation in LGBT Research Leads to Improved Results. Featuring the WNBA Lesbian Market Case Study

Thomas Roth, *Community Marketing & Insights*
Hilary Shaev, *National Basketball Association*

The LGBT (lesbian, gay, bisexual, transgender) market is among the fastest-growing and most important diversity segments today. How do you reach and communicate with LGBTs? Learn how to design LGBT community research initiatives and explore different demographic segments within LGBT for maximum ROI. Includes a WNBA case study on researching and building a successful marketing plan for lesbian sports enthusiasts.

Insights – The Road Less Traveled (in Market Research)

Joel Correa & Felix Rios, *Ugam*

What Market Research Can Learn from UX / Correlation Does Not Imply Causation

Khal Weir & Kerry Hecht, *Dub*

The Gritty Truth of Market Research

Nicole Bernhardt & Julie Brown, *Under Armour*

Under Armour is a rapidly-growing, $4 billion global company with a consumer insight team of only five to support vast research demands. With few resources, the UA CI team completed over 90 projects in 2015 ranging from quick turn ad hoc requests to large-scale strategic priorities. This presentation will focus on how to get the job done in the new age, where questions are abundant, time is limited and resources are scarce.

Breathing Life into Data: Three Steps to Add Personality to Your Segmentation Results

Kristin Guthrie, *Honeywell*

The Secret's in the Segments: How to Develop and Implement an Effective and Actionable Segmentation

Conor Wilcock, *B2B International*

Untangling the Web of Cross-Channel Advertising Interactions

Kacy Doster, Trevor Kvaran & Jeri Smith, *Communicus*

The Mobile Imperative: Insights into How the Marketing Research Industry Has Fallen Behind and How to Make Up for Lost Time

Roddy Knowles, *Research Now*

Explore industry trends in adoption of mobile-friendly design, implications for representative sampling and what happens when surveys are or are not suitable for mobile participants by drawing on data collected from thousands of surveys analyzed with Research Now's Mobile Research Score Rating System and research conducted with mobile-first research participants. Experience why we must acknowledge the impact of mobile on our industry along with practical guidance on how to approach research with a mobile-first mind-set.

Rules of Engagement: Shifting Dynamics of Gen Z and Millennial Respondents

Kristin Luck, *Kristin Luck Consulting*

Jonathan Price, *Virtual Incentives*

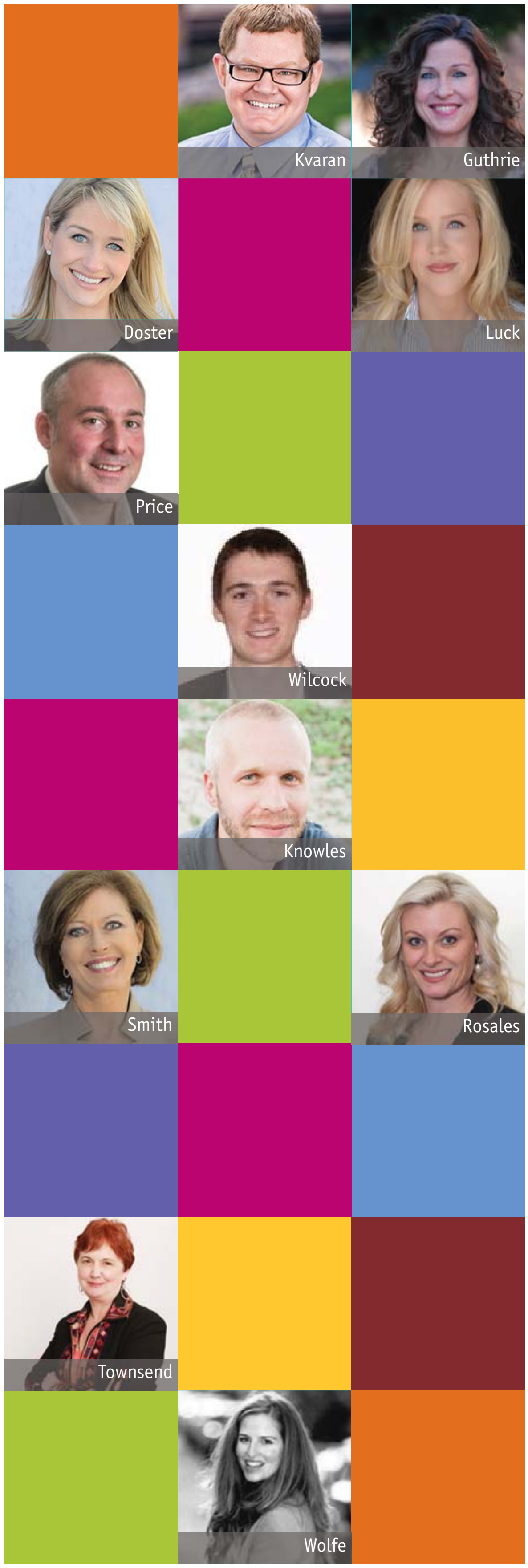
Illuminating Insights with Start-Ups

Marie Wolfe, *Unilever*

Measuring the Value of Mobile Survey Apps

Leslie Townsend, *Kinesis Survey Technologies*

Jacqueline Rosales, *SoapBoxSample*



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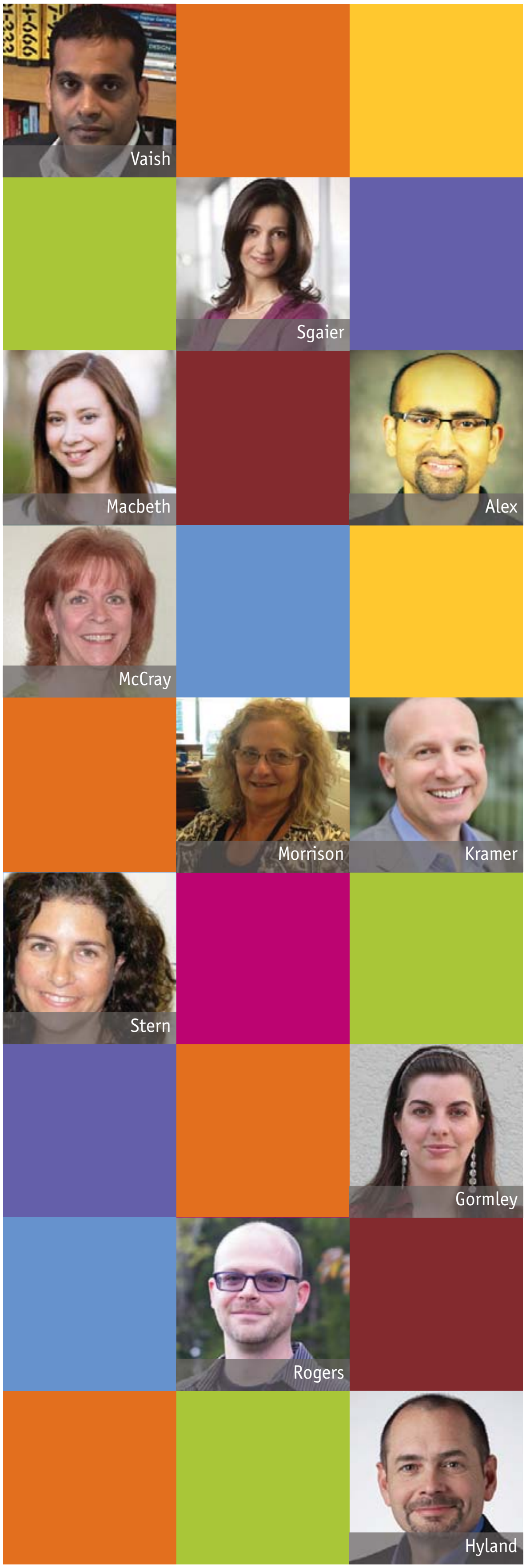


Belief, Intent, ACTION! Bridging the Intent-Action Gap: How Behavioral Economics and Consumer Journey Mapping Explains Decision-Making to Identify Levers to Impel Consumer Action

Anurag Vaish, *Final Mile Consulting*

Sema Sgaier, *Surgo Foundation, USA*

Insights-Driven Approach to Shopper Touchpoint Marketing

Robin Alex, *The Hershey Company*

Mirror of the Mind: Insights Gained from Studying the Face

Jason Rogers & Abbe Macbeth, *Noldus Information Technology*

Evangelizing Research to Inspire Action

Janice Morrison, *MetLife*

Jason Kramer, *Vital Findings*

Storytelling is just the start – evangelize your research and inspire action! At MetLife, we use inspiring techniques that bring research to life. Learn how to bring and inspire action using creative techniques that grab the attention of C-level executives. We'll share case studies and even help you take on your own insights visualization challenges. Bring your latest projects to the session and get tips you can use immediately to make your story come alive.

Breaking up Is Hard to Do

William Hyland, *Hewlett Packard Enterprise*

Elaine Stern, *Symantec/Veritas*

Let's Get Real About Authenticity

Tatiana Gormley, *BuzzBack*

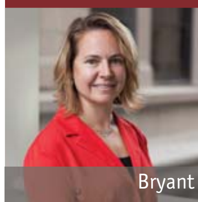
The Symphony of Crowds: Bringing Harmony to Your Innovation Process

Sandy McCray, *Intengo*

Changing the Game: Moving from Projects to Process for Amazing, Inspiring Research

Paul Janowitz, *icanmakeitbetter*
Kristen Bryant, *Travelers*

In this client/partner presentation, see how Travelers uses agile insight communities to put the voice of the customer (employee and consumer) at the center of product innovation, development and marketing. By integrating research across ideation, iteration and validation, Travelers has delighted employees and customers while bringing innovative new products to market faster. Learn from this interactive session how you can move from research projects to an integrated insights process across all facets of the organization.



Marketing Research Training and Education: Future-Proofing Your Skill Set

Joe Rydholm, *Quirk's*

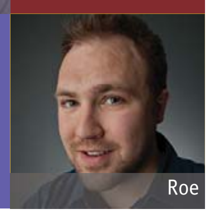
Ask First, Listen Second: How a Quant Researcher Found a New Love for Qual

Lori Reiser, *Advanis*

Dynamic Geolocation-Enabled Mobile Diary

Saran Ganesh & Ken Roe, *Survey Sampling International*

SSI will talk about how the geolocation-enabled mobile diary will transform the next wave of mobile data collection. SSI believes mobile diaries are increasingly important components of insight generation, as they can offer improved insights across many forms of data.



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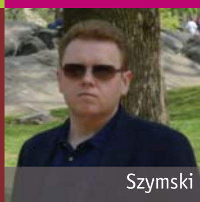

Insight 2.0 – Big Data and Small Talk

Piotr Szymski, *SABMiller*

Since the beginning of modern marketing, marketers and market researchers have experienced the frustrations of the gap between what consumers say they do/will do and what they actually do. SABMiller in Latin America applied a broad scope of insight tools powered by neuroscience, social psychology and digital technologies to go beyond declarations and discover the hidden truth. This presentation outlines how to balance those diverse approaches to best drive tangible business impact.

Capturing Consumer Experiences "In the Moment": Using the Apple Watch to Measure Patient Satisfaction and Comparing It to Traditional Post-Event Surveys

Andrew Wilson, *Kadence International*

How to Create an All-Family Juggernaut

Michelle Poris, *Smarty Pants*

On Demand to Iterative: How Dannon Optimized Branding and Concepts

Monika Wingate, *Digsite*
Simone Schuster, *Dannon*

With a renewed focus on the master brand, Dannon wanted an innovative way to get quick but deep, meaningful insights to optimize branding and concepts. Find out how they teamed with Digsite to implement agile pop-up communities that encouraged input and collaboration, providing richer insights and a really satisfying participant experience.

Unveiling the Secret Life of Practicing Engineers: A Case Study on the Important Subtleties of "In the Moment" Behaviors

Lesleigh Campanale, *Institute of Electrical and Electronic Engineers*

Carole Schmidt, *Doyle Research Associates*

Recruiting and Engaging Millennials for Market Research Online Communities

Allyssa Brandt Gresser, *KL Communications*

Hope Picker, *mcgarrybowen*

Why Consumers Lie and How You Can Profit from It or Avoid It

Ian Hughes, *Consumer Intelligence*

The Notion of Emotion

Collette Eccleston, *Ph.D., LRW*

As marketers and researchers, we know that emotions often drive behavior. However, what emotions are and how to measure them is not well understood. In this talk, Dr. Eccleston will dispel some myths about emotions such as "emotions are non-conscious," "real" emotions are those that we can see and "people can't articulate their emotions." Explore the implications of each of these myths in terms of understanding consumer behavior and typical approaches to measure of emotion.

A Funny Thing Happened on the Way to Our Insights: Confronting Unexpected Insights in Mixed Method Digital Qual

Steve August, *FocusVision*

Tara Franz, *Facebook*

Transforming the Telecom Retail Experience

Jay Heisler, *Cricket Wireless*

Paul Hartley, *Market Strategies International*

80+ SESSIONS,
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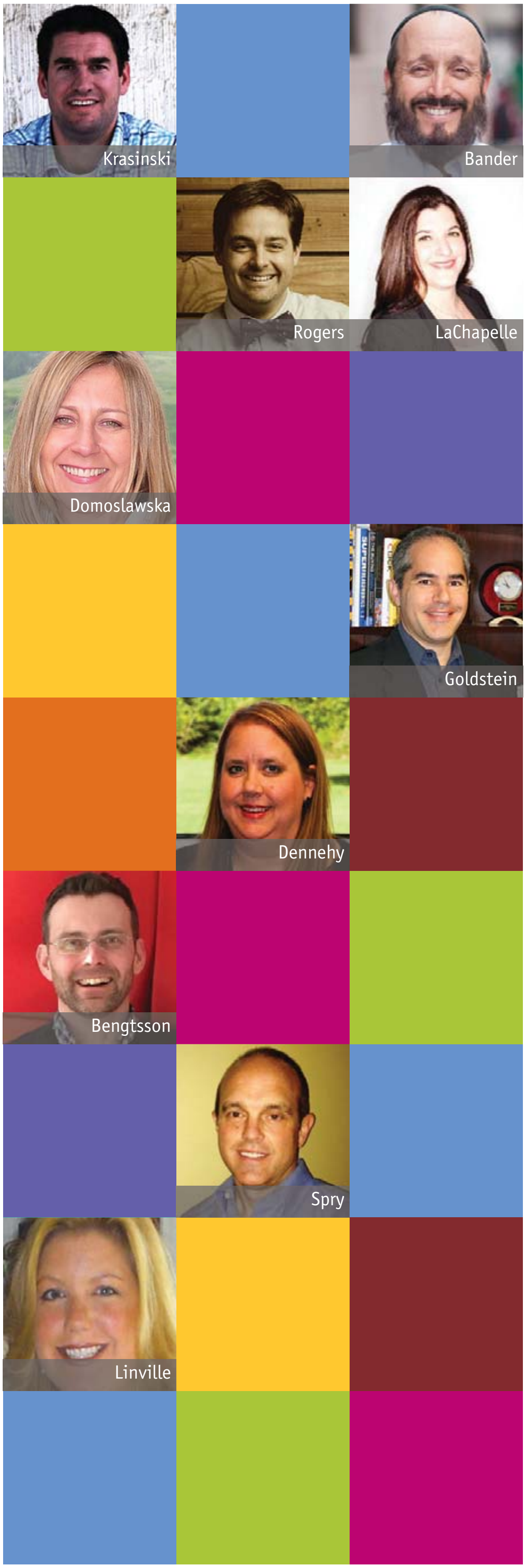

AOL Case Study: How the Integration of Visual and Emotional Engagement Measurement is Transforming the Future of Brands' Digital Marketing Research

Jeff Bander, *Sticky*

Darlene LaChapelle, *AOL*

The Quant Qual Paradigm

Isaac Rogers, *2020 Research*

In With the Old

Maria Domoslawska, *Research Now*

Alternatives and Advances in Concept Testing

Jeff Goldstein & Ericca Dennehy, *AcuPOLL Precision Research Inc.*

Programmatic Research: Real-Time Consumer Insights at a Scale that You Can Take Action on Now

Paul Krasinski, *Phoenix/mXP*

Scott Spry, *Phoenix Marketing International*

Emotional Segmentation with Non-Conscious Measurement

Anders Bengtsson, *Protobrand*

Driving Change: Using CX Data to Increase Profitability and Advocacy

Stephanie Linville, *Wheaton World Wide Moving | Bekins Van Lines*

Wheaton WORLD WIDE MOVING We move your life® | BEKINS® PARTNER COMPANIES

Moving is stressful, but Wheaton|Bekins believes it doesn't have to be. During the past year, Wheaton|Bekins has taken a deeper look at its customer experience. By adopting Net Promoter Score® as a key metric, using predictive analytics and linking customer feedback with financial data, Wheaton|Bekins has determined which operations have the biggest effect on customer loyalty and to what extent our promoters can drive change in the business through advocacy and profitability.

Vendor Management: How to Nurture, Select and Maintain the Right Relationships

Michael Rosenberg, *J.P. Morgan*

Today's business environment often requires real-time insights to inform key decision-making. There is also the need to continually innovate and leverage leading-edge technology solutions to achieve one's research objectives. As a result, the need to identify and build long-term relationships with the right research partners has never been more important. This session will leverage real-world experiences to highlight best practices at selecting and managing research vendor relationships.


Rosenberg

NETWORKING OPPORTUNITIES

MAKE VALUABLE CONNECTIONS!

Quirk's Connect 2016

A free mobile app and Web site that not only functions as a repository for all vital content of the event, it also acts as the social media hub and is designed to help attendees and exhibitors easily make connections – old and new.

Cocktails With Quirk's

Tuesday, *February 23rd*

5:00 pm – 6:30 pm

The MR Musical Jam Session

Tuesday, *February 23rd, 7:30 p.m.*

Presented by Beta Research Corporation

The Research Club's Networking Event

Monday, *February 22nd*,

6:30 to 9:30 *p.m.*

The New York MRA Networking Reception

Wednesday, *February 24th*

5:30 *p.m.*

THE QUIRK'S Q-MANDMENTS

All of our speakers have to agree to and abide by our Q-Mandments in order to participate at our event. The Q-Mandments ensure that attendees receive the most relevant and insightful information, not sales pitches.

- Thou Shalt Be Interesting: Explore new industry territory and present ideas you haven't seen or shared before
- Thou Shalt Be Effective: Tell a story. Have a client present or use real client examples to illustrate your points
- Thou Shalt Be Relevant: During no part of your presentation should you ever sell your company, services or products
- Thou Shalt Be Honest: Speak of failures as well as successes and never exaggerate statistics, findings and claims
- Thou Shalt Be Engaging: Deliver your presentation with clarity, gusto and actively engage your audience
- Thou Shalt Be Memorable: Inject humor and personality into your presentation
- Thou Shalt Be Prepared: Practice, Practice, Practice! Do not read directly from your speech or from your slides
- Thou Shalt Be Visual: A picture is worth a thousand words. Favor images and video over text and speaking
- Thou Shalt Be Accessible: Remain open to questions after your session, but do not exceed your 30 minutes!
- Thou Shalt Be Considerate: Keep to the schedule - 30 minutes total!

HOW CAN WE DELIVER A QUALITY, TWO-DAY EVENT FOR AS LITTLE AS $199?

Holding an event is expensive – and NYC is really expensive. There are hotel fees, Internet and AV charges, insurance and labor costs and lots and lots of taxes. But we've kept registration fees low by eliminating the high-priced items that add cost but add little value for the attendee.

- **Gone are high-priced keynote speakers** who have a lot of charisma but are not relevant to the insights industry or the work you do on a day-to-day basis.
- **Costly sit-down lunches are gone** as well (saving $60 per meal per person). Instead, meals are on your own, which not only saves you money but gives you the freedom to choose when, where and how much you want to spend. The nearby dining choices are plentiful.
- We've also kept prices low by **choosing a standard hotel as a venue** instead of a posh resort.
- Holding an event in **Brooklyn in February** cuts the cost by 40% over more popular (and warmer) times of year.
- Finally, whenever possible we're also asking research companies to **sponsor snacks and drinks and other amenities.** Without their support our low-price model would not be possible!

NEW THIS YEAR:

IN-DEPTH WORKSHOPS

FEBRUARY 25TH
9:30–3:00

Based on feedback from Quirk's Event attendees, we have added an extra day of in-depth workshops. For an additional $299, researchers can choose from one of four four-hour sessions, each curated by Research Rockstar's Kathryn Korostoff, offering deep dives into data visualization, mobile self-ethnography, questionnaire design or Excel for market research data analysis. Space is limited so be sure to register today and add even more learning to your Quirk's Event experience!

Mobile, Self-Ethnography: Real Options, Real Benefits

Imagine being able to ask people to basically research themselves. Mobile ethnography is still new but some great, innovative work is being done. Attendees will learn about real-world options from low-cost, no-frills options to high-end solutions that aid in the creation of video-based deliverables. They will also learn the three most common risks when conducting these studies and how to mitigate them. Case studies include in-home and on-the-go applications. Attendees will also work in teams to experience mobile ethnography as participants.

Excel for Market Research Data Analysis

Bring your laptops for this fun, fast-paced, hands-on workshop. Yes, Excel can be used for real data analysis. The session starts with the basics of pivot tables and descriptive statistics, helping analysts describe their data. Students will also learn and practice conducting inferential tests for decision-making, such as t-tests, chi-square tests and ANOVAs. That's right, all in Excel.

Data Visualization: Demonstration and Practice

Data visualization isn't just for "big data analytics." We market researchers can leverage current trends and tools to aid in the analysis and presentation of market research data. Bring your laptops to this hands-on workshop! In this four-hour session students will experience:

- Using data visualization for data exploration
- Using data visualization for reporting
- Applying lessons from infographic design to research reporting

The workbook for this session includes examples of doughnuts, gauges, heat maps, lollipops and multi-level pie charts.

Questionnaire Design 201: Beyond the Five-Point Rating Scale

Survey research has many forms of risk. Social desirability issues, acquiescence bias, extreme response bias and even just boredom are all issues. Learn to mitigate the risks by being aware of many scale options, wording choices and formatting tips. Survey research is still a large part of the market research profession but too many researchers default to five-point rating scales. After this session, researchers will have several options that they can apply appropriately to improve survey research quality.

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ALL IN ONE PLACE!

The Quirk's Event expo will feature 90+ research and insights organizations. Meet new partners offering a range of tools and methodologies and find new solutions to your most pressing marketing research issues.

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10 minutes with...

Michael Klein

*Director of Insights and Analytics at Post Foods**

"A company does not need to spend crazy sums of money to benefit from research and analytics. Although there is a strong push for the Cadillac version, often less-expensive options will suffice."

Tell us about your journey to your current position at Post Foods.

I have worked to develop an expertise in multiple areas of insights, analytics and research throughout my career. I have also focused on learning all aspects of the CPG industry – retailer, broker and manufacturer. In these roles, I have learned the benefits of using both primary and secondary insights to create actionable recommendations.

I joined Post in 2009, as Post was purchased by Ralcorp from Kraft. The position focused on developing the sales analytics/category management function, as this function was a shared service at Kraft and was not purchased by Ralcorp. Years later, after various roles of increasing responsibility at Post, I was asked to develop a best-in-class insights and analytics team in 2013.

Having experiences in various areas of analytics and insights, I understood that a best-in-class team needs to wear different hats in advanced analytics, shopper insights and category management. More importantly, there needs to be a direct link to senior management where decisions are made and the recommendations from the new team can directly help Post win.

As a result, Post utilized the analytics and insights team on the path to 13 consecutive months of share growth, and Post being the only major manufacturer to grow in 2014. The team contributed to this success by offering clear, concise recommendations to help Post capitalize on new opportunities and partner directly with top retailers.

What research methodologies have given you the best ROI lately?

We have found that virtual store testing has given us the best ROI, and most closely mimics the in-store purchase behavior in a controlled environment.

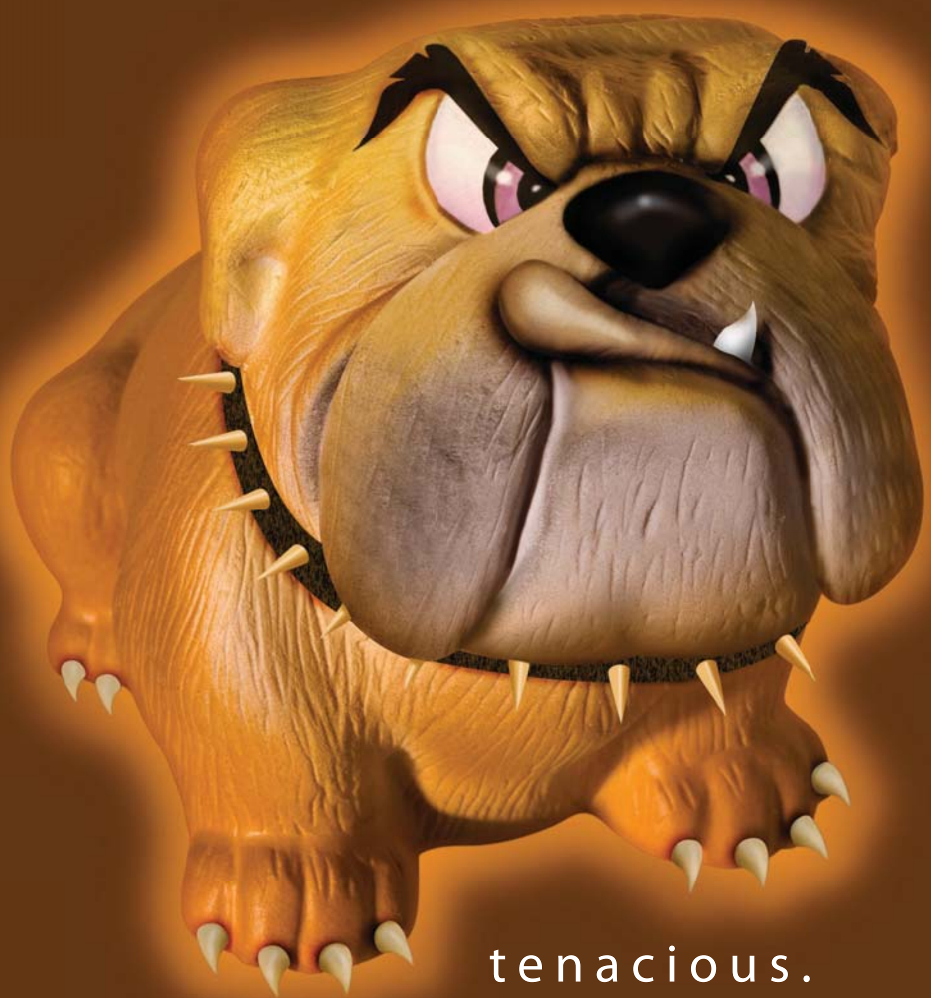
What advice would you give to a smaller company or internal insights function that wants to conduct strong research/analytics but may not have the funding or resources to do so?

A company does not need to spend crazy sums of money to benefit from research and analytics. Although there is a strong push for the Cadillac version, often less-expensive options will suffice. Syndicated versions (and) utilizing the Internet can often yield strong results. Having some information allows a smaller company to make better decisions than having no information. Additionally, smaller companies should utilize the various supplier client service teams to help formulate actionable insights, as their expertise should not be lost.

What is your greatest concern for the future of research and analytics?

My greatest concern is that the different groups of experts continue to be siloed within their organizations. For example, there is a benefit for the primary research team to be well-connected to the category management team – and vice versa. In this example, the primary researchers can include retailer questions in their studies, while the category management team can utilize account specific primary research with their customers.

*At the time of this interview, Michael Klein was director of insights and analytics at Post Foods. Read the full interview at quirks.com/articles/2016/20160222.aspx.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