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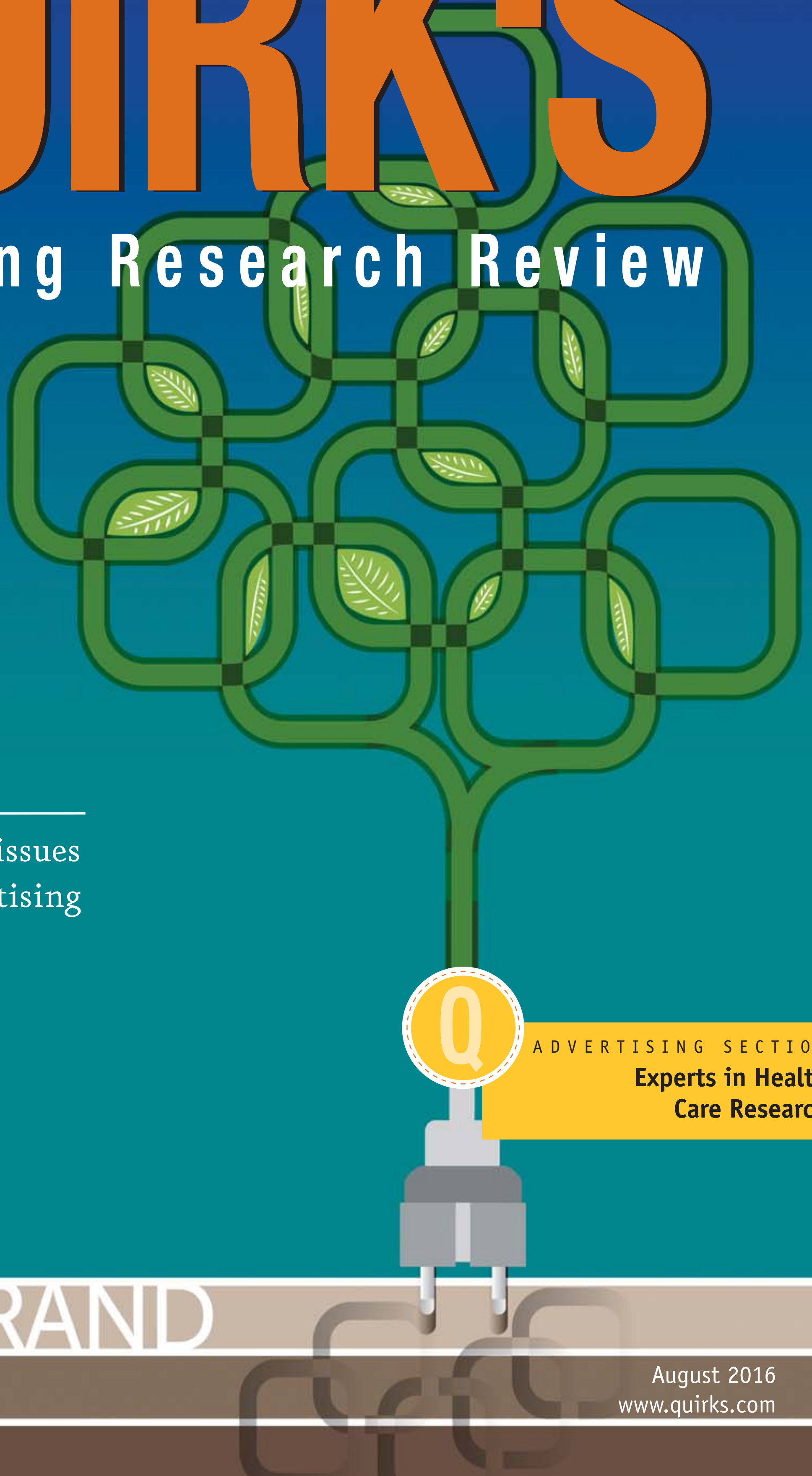

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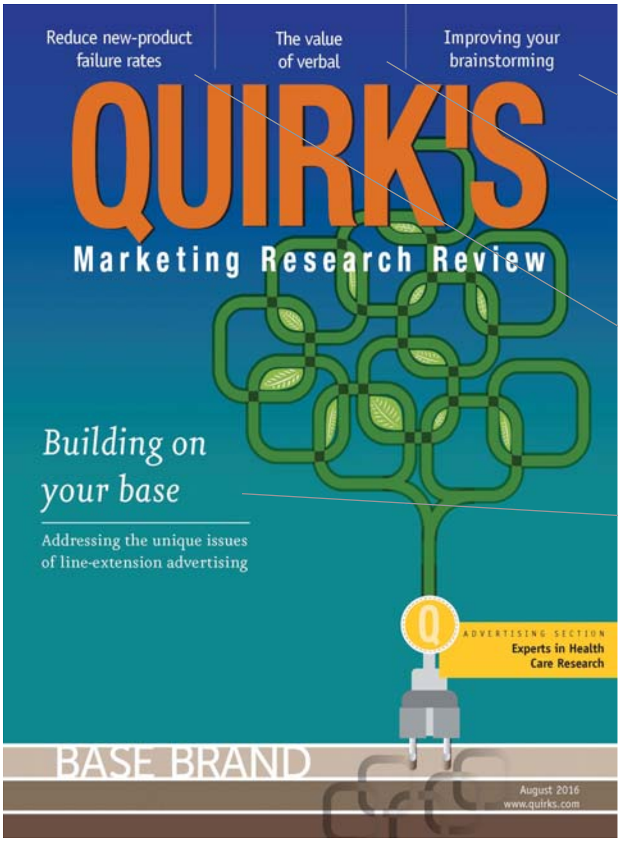

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••• online tools

Salary survey crosstabs available

Each year, Quirk's has conducted a salary survey of client-side researchers so that our readers can get a snapshot of how the compensation landscape is today and how it is changing. At press time, we are working hard to process the data from this year's survey and the results will be published within the Corporate Researcher Report in September! Here are a few tidbits about client-side respondents from this year's report:

- 54 percent are satisfied or very satisfied with their current employment;
- 62 percent have a master's degree or higher; and
- 40 percent are unlikely or very unlikely to seek employment at a different company this year.

Looking for more detailed information? We provide a breakdown of salary survey data that is available online, searchable by client- or provider-side job titles. Once you click on the job title you would like more information about, you're taken to a breakdown of salaries by age, gender, industry, region, the number of full-time MR staffers, annual revenue/sales of organization and more!

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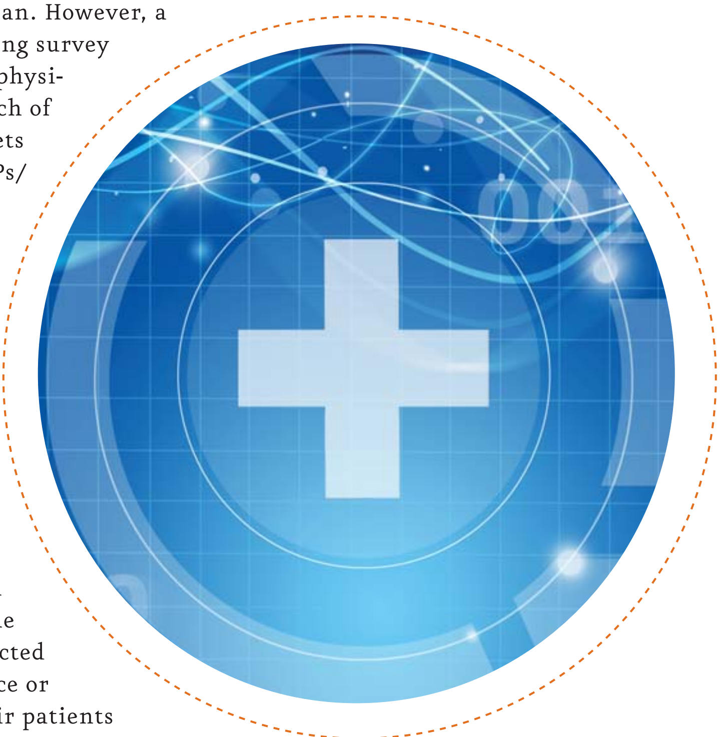
••• health care research

Healthy interest in connected health devices

An online survey by Ipsos, London, among adults aged 18 to 80 in the U.S., U.K. and Japan shows that around half of those in the U.S. and U.K., together with a fifth in Japan, agree that they would use a connected health device or tool as part of their treatment plan if it was recommended to them by a physician. However, a corresponding survey among 200 physicians i´n each of these markets (a mix of GPs/PCPs, endocrinologists and diabetologists) shows that only a minority consider themselves knowledgeable enough to choose the right connected health device or tool for their patients (24 percent in the U.S., 12 percent in the U.K. and 11 percent in Japan).



According to the research, the U.S. leads in connected health device adoption, with 21 percent of the U.S. general public now using some form of connected health device or tool to manage their health, followed by 11 percent in the U.K. and 5 percent in Japan. Additionally, 37 percent of the general public in the U.S., together with 26 percent in the U.K. and 13 percent in Japan, believe that connected health devices will form part of treatment plans in the future.

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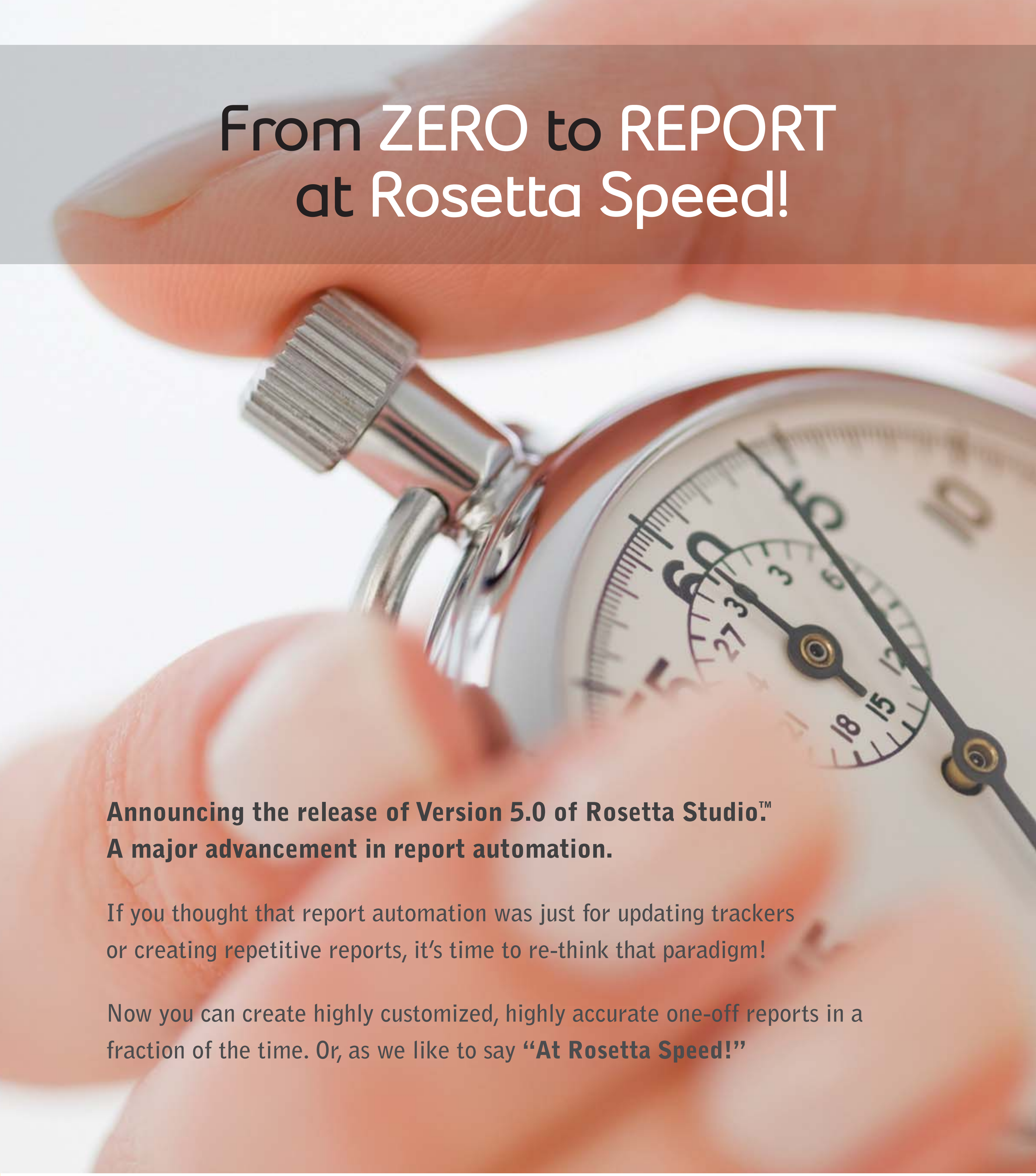
••• restaurant research

Take your phone to dinner

A study by RetailMeNot Inc., Austin, Texas, shows consumers are using their digital devices to ease dining decisions, including searching for nearby locations and deals. The findings show that 32 percent of consumers have used a deal they found online or on their mobile device at a restaurant in the past three months. Of the diners surveyed, one in four has at least one restaurant-specific app on his or her smartphone. Among people who dine out eight to 10 times a week, 68 percent use a restaurant-specific app.

The findings also show that consumers rely on their mobile devices for a variety of pre-meal research, including finding a restaurant location (53 percent), browsing a menu (49 percent) and researching new restaurants (37 percent). Consumers aged 25 to 34 are more likely to research new restaurants on their smartphone than any other age group (60 percent). Nearly two-thirds of diners use their smartphones for a variety of tasks while in a restaurant, including taking a photo (32 percent), checking in on social media (19 percent) and searching for online deals (19 percent). Other tasks include browsing reviews (17 percent) or nutritional information (16 percent) and paying for a meal via mobile (8 percent).



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By Joseph Rydholm, Quirk's Editor

Pew outlines 10 demographic trends shaping the U.S., world

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Joe Rydholm can be reached at joe@quirks.com

Earlier this year, in conjunction with the annual meeting of the Population Association of America, Pew Research Center released an article by D'Vera Cohn and Andrea Caumont compiling some of its recent demography-related findings. As is so often the case with Pew-gathered data, the findings point to repercussions for marketers and advertisers, government officials and marketing researchers.

Americans are more racially and ethnically diverse than in the past. Further, the U.S. is projected to be even more diverse in the coming decades. In fact, Pew says, by 2055, the U.S. will not have a single racial or ethnic majority.

Asia has replaced Latin America (including Mexico) as the biggest source of new immigrants to the U.S. In a reversal of one of the largest mass migrations in modern history, net migration flows from Mexico to the U.S. turned negative between 2009 and 2014, as more Mexicans went home than arrived in the U.S. Meanwhile, Asians are now the only major racial or ethnic group whose numbers are rising mainly because of immigration. And while African immigrants make up a small share of the U.S. immigrant population, their numbers are also growing steadily – roughly doubling every decade since 1970.

quirks.com/articles/2016/20160802.aspx

America's demographic changes are shifting the electorate – and American politics. The 2016 electorate will be the most diverse in U.S. history due to strong growth among Hispanic eligible voters, particularly U.S.-born youth.

Millennials, young adults born after 1980, are the new generation to watch. They are the most racially diverse generation in American history: 43 percent of Millennial adults are non-white, the highest share of any generation.

The role of women in the labor force and leadership positions has grown dramatically. Mothers were the sole or primary breadwinner in a record 40 percent of all households with children in 2011.

The American family is changing. After decades of declining marriage rates, the share of American adults who have never been married is at an historic high. Two-parent households are on the decline in the U.S., while divorce, remarriage and cohabitation are on the rise. The roles of mothers and fathers are converging, due in part to the rise of breadwinner moms. Dads are doing more housework and child care, while moms are doing more paid work outside the home.

The share of Americans who live in middle-class households is shrinking. The share of U.S. adults living in middle-income households fell to 50 percent in 2015, after more than four decades in which those households served as the nation's economic majority.

Christians are declining as a share of the U.S. population; the number of U.S. adults who do not identify with any organized religion has grown. The religiously unaffiliated surged seven percentage points from 2007 to 2104, to make up 23 percent of U.S. adults last year. This trend has been driven in large part by Millennials, 35 percent of whom are religious "nones." The unaffiliated are now the second-largest religious group in 48 percent of the world's nations.

The world's religious makeup will look a lot different by 2050. Over the next four decades, Christians will remain the largest religious group but Islam will grow faster than any other major religion, mostly because Muslims are younger and have more children than any other religious group globally. By 2050, the number of Muslims will nearly equal the number of Christians.

The world is aging. Growth from 1950 to 2010 was rapid – the global population nearly tripled and the U.S. population doubled. However, population growth from 2010 to 2050 is projected to be significantly slower and is expected to tilt strongly to the oldest age groups, both globally and in the U.S.

IN FOCUS

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

// Survey Monitor

••• employment research

Building my brand

Millennials see socializing as key workplace practice

Research released by communications firm Weber Shandwick and the Institute for Public Relations (IPR) found distinct differences in what Millennials think makes or breaks their reputations at work compared to older generations, especially when it comes to networking and socializing on the job. The survey reveals Millennials' hyper-focus on their reputations at work – 47 percent of Millennials report that they think about it all or most of the time compared to 37 percent of Gen Xers and 26 percent of Baby Boomers. Surprisingly, although Millennials have grown up in this digital revolution, they place even greater value on their in-person interactions at work and after hours than their older, less digitally-bred colleagues.

quirks.com/articles/2016/20160803.aspx

While job performance and punctuality top the list of reputation-builders at work for all the generations surveyed, networking and socializing during off hours are more important to Millennials than any other generation. Thirty-four percent of Millennials see meeting with colleagues outside the office as a positive driver of their work reputation, compared to 14 percent of Gen Xers and 15 percent of Boomers. "Hanging out with colleagues after work might have been a nice way to kick back for a Gen Xer but for Millennials it's a critical component of building their rep or brand at work and they take it seriously," says Leslie Gaines-Ross, chief reputation strategist at Weber Shandwick. "Our research shows that more than any other generation, Millennials believe that in addition to doing a good job, it's important to connect with colleagues to build their careers and create lasting impressions."

Millennials also place a higher value on building and maintaining a positive digital presence as a reputation booster at work compared to the other generations. Seven in 10 U.S. adult workers who report to be social media users say that their work reputation is more important than their social media reputation. However, one in five Millennials (21 percent) – more than any other generation – believe both their work and social media reputations are equally important.

"In today's digital world, it's nearly impossible to keep your work and personal lives completely separate. Millennials give greater weight than other generations to their digital and in-person reputations, which shows the influence of having grown up digital," Gaines-Ross says.

When it comes to behavior that can harm one's reputation at work, Millennials are less aware than their older cohorts how hearsay and feeding the grapevine can damage their reputations. Millennials are less likely to see the danger in saying negative things about coworkers than Gen Xers and Boomers (64 percent vs. 74 percent vs. 79 percent, respectively) and engaging in gossip about colleagues (64 percent vs. 72 percent vs. 74 percent, respectively). Millennials are also more likely to believe that not social-

izing with colleagues outside of work can hurt their reputations (20 percent compared to 7 percent for Boomers).

"Millennials place a greater value on the importance of in-person interactions and relationship-building than Gen Xers and Boomers," says Sarab Kochhar, director of research at the Institute for Public Relations. "Overall, our research demonstrates how levelheaded Millennials are about building their reputations at work based on good job performance, being on time and being polite and courteous."

Weber Shandwick and IPR partnered with KRC Research to conduct Millennials@Work: Perspectives on Reputation to find out what the three generations currently in the workforce – Millennials (ages 18 to 34), Gen X ers (35-50) and Boomers and beyond (51+) – think about their reputations at work. Six hundred employed U.S. adults were interviewed through an online survey for the study.

••• economic research

Going my way?

Sharing-economy picks up steam

Peer-to-peer or sharing-economy platforms are growing in popularity with American travelers and consumers, according to findings from a nationwide survey commissioned jointly by the Travel Technology Association and the Internet Association. Approximately one in two Americans report engaging in the peer-to-peer economy in 2015 (46 percent), up 144 percent from 19 percent as reported by PricewaterhouseCoopers in December 2014. Specifically, approximately one in four report engaging short-term rental platforms (23 percent), up 277 percent from 6 percent, and 28 percent report engaging ride-sharing platforms (28 percent), up 249 percent from 8 percent.

"The rapid growth of sharing economy platforms is a testament to the unique power of the Internet and innovation to better the lives of individuals and grow our economy," says Internet Association President and CEO Michael Beckerman.

Moreover, "Unlike other emerging technologies, growth in the peer-to-peer sector is spread across demographics," says Travel Tech President Steve Shur. "For instance, short-term renting isn't just for Millennials. We found usage to be distributed evenly across ages."

The millions who utilize these platforms are members of a broader culture shift where users look to the sharing economy to move around town, find a place to stay when traveling, do household work and have food delivered at the press of a button. Findings revealed interaction with one app dramatically increases user inclination to engage others.

Ridesharing passengers (38 percent) and drivers (44 percent) as well as short-term rental guests (47 percent) are respectively 65 percent, 91 percent and 68 percent more likely than the average American to participate in the other ecosystem. Fifty percent of ridesharing passengers and 57 percent of short-term rental guests find the service for accommodations/ridesharing valuable or extremely valuable and are more likely to do so by 34 percent and 59 percent, respectively.

Most ridesharing passengers (73 percent) and short-term rental guests (62 percent) plan to utilize services in the other category in the next two years and are more likely than the average American to report this by 52 percent and 37 percent, respectively.

Many ridesharing drivers (31 percent) and short-term rental hosts (24 percent) plan on becoming providers on the accommodations/ridesharing platform in the next two years and are more likely than the average American to report this by 182 percent and 101 percent, respectively.

Whether booking a stay on HomeAway, Airbnb and Flipkey, riding with Uber, Lyft and Sidecar or interacting with the plethora of other peer-to-peer options, Americans are deriving value by interacting with multiple peer-to-peer platforms.

Nearly nine out of 10 previous ridesharing passengers and short-term rental guests rate peer-to-peer services as valuable or extremely valuable (both 89 percent).

Of more than 1,000 respondents, no previous guest rated the impact of short-term rental as negative.

Becoming a guest reverses opinions on short-term rental: 26 percent of non-users would be less inclined to visit a city if short-term rentals were banned, a number that increases by a 127 percent to 59 percent for previous guests.

Nine out of 10 previous ridesharing passengers and short-term rental guests plan to use these platforms again soon: respectively, 91 percent and 88 percent anticipate they or a family member will engage in the next two years.

As more and more Americans engage with, find value in and ultimately return to these peer-to-peer platforms, local, state and federal policymakers will need to come to grips with this dynamic industry and what it means for travelers and communities large and small, urban and rural.

The Travel Tech/Internet Association survey was conducted online from November 23 to 24, 2015 by SurveyMonkey among a national sample of 1,017 adults aged 18 and over. Data for this survey have *been weighted for age, gender, household income, region and device type using U.S. Census Bureau data to reflect the demographic composition of the United States. The margin of error is +/-3 percentage points with a confidence rate of 95 percent.*

••• social research

Differences over our differences

Bullying takes many forms

While its pertinence shifts from time to time, bullying never seems to fade from the media entirely and maybe for good reason since most Americans believe the problem isn't going away. Six in 10 adults (60 percent) agree bullying in schools today is more common than when they were in school, with women more likely than men to feel this way (65 percent vs. 53 percent, respectively).

Nearly three in four adults (73 percent) say they have some experience with bullying in school (grades K-12) – whether they were the victim, the instigator or are simply aware of someone else's ill-treatment. Millennials and Gen Xers are more likely than older generations to have experience with bullying (84 percent and 81 percent vs. 66 percent Baby Boomers and 47 percent Matures).

Around four in 10 adults each say they recall being personally bullied (43 percent) or know of someone else it happened to (40 percent) while in school. But it appears some adults may not want to fess up to their own wrongdoings as just 10 percent admit they bullied someone else while in school. Those who were bullied themselves are three times as likely as those who weren't to say they bullied someone else (16 percent vs. 5 percent, respectively).

These are some of the results of The Harris Poll of 2,219 U.S. adults surveyed online between February 17 and 22, 2016.

About one in five adults (21 percent) who were bullied or witnessed it say they experienced cyberbullying. Moreover, nearly nine in 10 (86 percent) adults agree technology has made it easier to bully someone. Unsurprisingly, Millennials are much more likely to have experienced cyberbullying than any other generation (39 percent vs. 14 percent Gen Xers, 10 percent Baby Boomers and 8 percent Matures). This number jumps to an astounding 60 percent when looking at younger Millennials ages 18-24. Women, more so than men, agree technology is making it easier to bully someone (88 percent vs. 84 percent, respectively).

Among those who experienced bullying, nearly all (98 percent) encountered face-to-face bullying – either verbal (88 percent) or physical (68 percent). Women are more likely than men to have verbal experiences (92 percent vs. 83 percent, respectively), while men are more likely to have physical ones (78 percent vs. 58 percent women).

With verbal bullying the most prevalent form, it comes as little surprise that many believe this is still on the rise. Two-thirds (66 percent) of all adults agree children today are more likely to bully each other verbally/emotionally than when they were in school.

However, this hardly means that physical bullying is going away any time soon. Just 35 percent of all adults agree children are less likely to bully each other physically today than when they were in school. Interestingly, Millennials are more likely than any other generation to agree with this sentiment (46 percent vs. 34 percent Gen Xers, 29 percent Baby Boomers, and 28 percent Matures).

According to those who have experience, the most common reasons for bullying are physical appearance (62 percent) and social awkwardness (54 percent). Other top reasons include: race/ethnicity (34 percent); unusual qualities (32 percent); high level of intelligence (27 percent); behavioral or emotional disorder (27 percent); physical disability or illness (25 percent); socioeconomic standing (25 percent); sexual orientation (23 percent); intellectual disability or cognitive impairment (21 percent); sexual history/reputation (18 percent); not conforming to gender stereotypes (18 percent); gender identity (14 percent); and alcohol/drug use history/reputation (8 percent).

Most shockingly, while nearly half of adults (46 percent) say they personally witnessed bullying while they were in school, just one-quarter (26 percent) say they helped someone who was being bullied.

Six in 10 adults (61 percent) agree overprotecting school age children from bullying could be bad for their ability to stand up for themselves. However, most still think something needs to be done as only 26 percent believe a good strategy for handling bullying is to ignore it.

Men, more so than women, are fans of the "tough love" approach to addressing bullying: 65 percent of men agree overprotecting school age children from bullying could be bad for their ability to stand up for themselves, compared to 57 percent of women; nearly three in 10 men (29 percent) say ignoring bullying is a good strategy, compared to only about one in 4 women (24 percent). Interestingly, nearly half of adults (47 percent) say they would rather find out their child is being bullied than that they are a bully.

This Harris Poll was conducted online, in English, within the United States between

February 17 and 22, 2016 among 2,219 adults. 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.

••• lifestyle research

Millennials aren't the only distracted ones

Study compares generational habits

Millennials are often perceived to be constantly connected to their electronic devices but it turns out that older respondents are more distracted by their devices than their younger counterparts during mealtime, according to findings from the Nielsen Global Generational Lifestyles survey. Fifty-two percent of Baby Boomers and 42 percent of Silent Generation respondents say their mealtimes are not technology-free, compared with 40 percent of Millennials and 38 percent of Generation Z. Similarly, the highest percentages of Baby Boomers and Silent Generation respondents say they eat most of their dinner meals at home while doing something else, like reading or watching TV, at 30 percent and 29 percent respectively.

Nearly six-in-10 Millennials (58 percent) say they eat out at least once a week, twice the percentage of Baby Boomers (29 percent). And 30 percent of Millennials say they eat out three or more times per week. Generation Z and Millennial respondents also show a preference for convenience when eating away from home, as 52 percent in each group say they eat at quick-service restaurants and 28 percent say they eat at street food vendors frequently. Conversely, 61 percent of Baby Boomer and Silent Generation respondents indicate a preference for full-service restaurants.

Other findings from the Global Generational Lifestyles report include:

The majority of older respondents turn to TV to get the news but the medium still holds sway for nearly half of Millennial (48 percent) and Generation Z (45 percent) respondents.

Reading was selected as a top spare-time activity among Generation Z – higher even than playing video games or reviewing social media.

Millennials are roughly two times more likely than Generation X to leave their current job after two years.

More than half of Generation Z and Millennial respondents (52 percent and 54 percent, respectively) want to live in a big city or urban neighborhood.

Approximately half of younger respondents say they save money each month but they aren't confident in their financial futures.

The Nielsen Global Survey of Generational Attitudes was conducted Feb. 23-March 13, 2015, and polled more than 30,000 online consumers in 60 countries throughout Asia-Pacific, Europe, Latin America, the Middle East/Africa and North America. The sample includes Internet users who agreed to participate in this survey and has quotas based on age and sex for each country. It is weighted to be representative of Internet consumers by country. Because the sample is based on those who agreed to participate, no estimates of theoretical sampling error can be calculated. However, a probability sample of equivalent size would have a margin of error of ±0.6 percent at the global level. This Nielsen survey is based only on the behavior of respondents with online access. Internet penetration rates vary by country. Nielsen uses a minimum reporting standard of 60 percent Internet penetration or an online population of 10 million for survey inclusion.

••• health care research

Skip the fads

Consumers prefer well-rounded diets over weight-loss gimmicks

Data from Chicago research firm Mintel shows that rather than jumping on the latest fad bandwagon, many Americans are adopting a sensible attitude towards dieting, as 91 percent of U.S. consumers believe it is better to eat a well-rounded diet than use diet products.

Indeed, Mintel research reveals concern over the healthiness of diet foods and drinks, as well as diets in general, is high, with almost eight in 10 (77 percent) U.S. consumers agreeing that diet products are not as healthy as they claim to be, and three in five (61 percent) consumers believe that most diets are not actually healthy. Meanwhile, nearly three-fourths (72 percent) of adults agree that dieting is worth the effort to achieve their ideal weight, yet just under seven in 10 (67 percent) consumers acknowledge it is difficult to stick with a diet long-term.

"Consumers are somewhat skeptical about diet products and instead of purchasing traditional diet-specific products they are turning to a well-balanced diet and products that support it. The diet industry faces downward pressure as U.S. adults remain skeptical of the ingredients in diet-specific products, their effectiveness in managing weight and the fact that in reality a magic weight-loss pill likely doesn't exist," says Marissa Gilbert, health and wellness analyst at Mintel.

While consumers accept the need to diet, for the majority of Americans, temptation can prove too much, as 80 percent of U.S. consumers acknowledge that they try to eat healthily but some indulgent foods are just too tempting. But proving a little bit of what you crave does you good – some 84 percent of Americans believe it is important to treat themselves to their favorite foods. "Most Americans don't want to feel deprived while dieting, and despite good intentions, indulgent choices are tempting. However, many believe dieting is worth the effort in order to achieve their ideal weight," says Gilbert.

When asked about the methods and tools used for dieting – more than any other – dieters (past and present) are turning to calorie restriction to manage their weight. Indeed, half (50 percent) of U.S. consumers who have managed their weight by diet have counted the calories making it the number one dieting method. The second most popular dieting method is the use of meal replacement shakes and bars (24 percent), followed by raw food or a vegetarian and vegan diet (19 percent), a high protein diet (18 percent), a nutrition based diet (17 percent) and utilizing a diet application on a mobile device (17 percent).

"Calorie restricting is a traditional method for losing weight and something consumers turn to without additional costs or resources. When consumers simply choose to reduce their calorie intake they are likely forgoing the use of diet-specific products and services. Alternatively, they may have learned calorie restriction while on a diet program and while no longer active, could still use a similar approach on their own," says Gilbert.

Overall, half (55 percent) of U.S. consumers are currently trying to lose, maintain or gain weight through diet. Women aged 18-34 (44 percent) are most likely to be trying to lose weight by dieting compared to an average of one-third (32 percent) of Americans. Men, largely those 55 or older (42 percent), are most likely to say they have never dieted for weight management compared to an average of one quarter (26 percent) of all Americans.

It seems the nation's dieters are setting lofty goals, as those currently dieting to lose weight want to shed a substantial amount. Women aged 55 or older have the biggest weight-loss goals, making up the largest segment of American dieters hoping to lose 20 or more pounds. What's more, Mintel research indicates that older dieters are much less likely than their younger counterparts to seek out diet information. Consumers age 55 or older who manage their weight with diet are nearly half as likely as 18-24 year olds to consult friends or family for diet information (28 percent vs 44 percent).

"This mature segment likely relies on their past experience with diets to inform their current choices, but could benefit from an updated understanding of the specific types of diets that work best for their life stage. Our research shows that older adults have the biggest weight-loss goals, so despite being a good target for diet-focused products and services, they are less likely to be seeking diet information. Within this older segment, men are least engaged in weight management, making male non-users most difficult to reach while presenting an area of great opportunity," says Gilbert.

Q

IN FOCUS

Product and Service Update

••• panel research

Pureprofile creates panel in partnership with AA Smartfuel

Fuel discounts for online participants

Australia-based data and insights provider Pureprofile has launched a New Zealand research panel in partnership with fuel rewards program AA Smartfuel. The Pureprofile New Zealand panel is built from AA Smartfuel's 2.1 million cardholders and gives cardholders accelerated fuel discounts for participating in online surveys. Members sign up by invite, referral or the Pureprofile homepage and build their profiles by answering questions about their attributes, purchases and preferences. Pureprofile uses the profile data to match them to market research campaigns, insights and content. AA Smartfuel cardholders and AA members earn bonus AA Smartfuel discounts which can be redeemed at BP or Caltex stations nationwide.
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••• shopper insights

Cross Marketing Inc. adds virtual reality services

Allows 360-degree virtual store viewing

Cross Marketing Inc., a subsidiary of Tokyo-based Cross Marketing Group, has launched Virtual Insight 360° View, a virtual reality research service in collaboration with visual communication company amana.inc. The service builds a panoramic virtual store space made from images and videos of an actual store space and provides a virtual merchandise evaluation survey environment where clients can observe research participants walking around a virtual store space, looking at products and making choices. Amana's computer graphics and image-composing technologies enable 360-degree viewing, allowing research participants to see up and down and left and right. The service allows clients to run research worldwide without geographical limitations. There is no limit to variables such as shelf layouts, package design or design of research environments.
global.cross-m.co.jp

••• data analysis

OfficeReports offers new functionality

Links data from Excel to PowerPoint

OfficeReports, a reporting tool within the Microsoft Office suite by Danish software provider OfficeReports ApS, has released a new version, adding functionality to link data from Excel ranges to PowerPoint tables, charts and shapes. By linking the background colors from Excel, OfficeReports introduces conditional formatting for native PowerPoint tables and charts. Specific texts in Excel can be linked as logos in PowerPoint and specific background colors as icons. It is also possible to link data to shapes. OfficeReports is provided as a download, adding a "Link" menu to PowerPoint and an "Analytics" menu to Excel. The presentations and workbooks produced using OfficeReports can be shared with any other Microsoft Office user.
www.officereports.com

••• advertising research

GeoPoll, Kantar, Cuende debut OOH data product

Effectiveness of OOH ads across Africa

Denver-based mobile survey platform GeoPoll, Kantar Media, London, and Spain-based out-of-home (OOH) research firm Cuende have launched Pan-African OOH, a data product that regularly measures consumption of OOH mediums across Africa. Through a combination of Cuende´s satellite imagery and GeoPoll's mobile survey data, Pan-African OOH measures traffic patterns and reach of billboards, urban furniture and other OOH media, allowing brands, agencies and media owners to gauge the reach and effectiveness of their OOH advertisements. The first set of Pan-African OOH data will be available at the beginning of Q3 2016 for Kenya and will expand to Nigeria, Tanzania, Uganda, Ghana, Mozambique, Cameroon, Zambia, Zimbabwe, Ethiopia, Angola, Ivory Coast, DRC, Malawi and Rwanda.
www.kantarmedia.com/us

••• mobile research

Kantar Health app mixes qual, quant

Mobile survey links patient experiences with outcomes

Health care consulting and research firm Kantar Health, New York, has

launched a new mobile survey application that collects qualitative and quantitative insights from patients, allowing researchers to see the associations between patients' daily disease-related experiences and their health-related outcomes. The pilot research was conducted among patients with rheumatoid arthritis who participated in a seven-day pain diary study. The patients downloaded the mobile survey app, which collected quantitative data such as comorbidities and treatment, and asked them to rate the presence and severity of 15 pain dimensions and pain intensity. The app also allowed patients to upload pictures and videos that captured their pain experience along with captions for their uploaded materials.
www.kantarhealth.com

••• Briefly

■ Virtual Incentives, a Fishkill, N.Y., incentive solutions provider, released its new Virtual Incentives MasterCard. Designed for consumer promotions, sweepstakes and loyalty programs, the card helps create consumer connections through relevant messaging, offers and branding. The recipient receives a personal reward notification by e-mail, registers his or her Virtual MasterCard account and can immediately shop online. The Virtual Incentives MasterCard card can be ordered through Virtual Incentives' API to connect to existing platforms and systems.
virtualincentives.com

■ Enterprise feedback management firm Questback, London, has launched Orbit and Portals to help organizations to better listen to key audiences such as employees, customers and the market. Linked modules within Questback's Enterprise Feedback Suite, Orbit and Portals help improve insight and allow organizations to collect, connect and act on feedback from their people. Orbit allows organizations to reach audiences faster by mapping hierarchies. Using data from existing business software such as ERP, CRM or HCM systems, it provides the ability to target the right people within the organization, customer base or research sample. Portals allows users to launch feedback communities without having to rely on traditional invitations such as e-mail.
www.questback.com/uk

■ Ipsos, Paris, has developed the Insight Cloud, an always-on socialized intelligence platform that facilitates the curation of insights from multiple sources. The Insight Cloud is designed to enable clients to make quicker decisions and get initiatives into market faster; view knowledge within the lens of business questions; build a learning culture and connect experts to think better together; understand what has been learned in other parts of the company and avoid repeat projects; and save time and resources with quick access to the most important intelligence.
www.ipsos.com

■ Visual analytics company Sticky, New York, has expanded to include Researcher, a new platform for industry professionals and digital agencies. Following Sticky's Insight and Audit launch, the company's new product is designed to let researchers access engagement insights across Web sites, e-mail, digital imagery, print and video from a combination of eye-tracking, facial coding and emotion-based metrics. The platform integrates research tools such as Confirmit, Qualtrics, Sawtooth, Survey Gizmo, Fluid and others. As a result, users can create, track and optimize experiments – against Sticky's panel or their own – in a streamlined interface.
sticky.ad

■ San Francisco-based consumer research company Survata has launched Segment Surveys, a new way for marketers and researchers to study niche audiences. Segment Surveys allows companies to target their research to second-party and third-party data segments for specific respondent targeting. Krux, a San Francisco-based audience data provider, is a partner enabling Survata to access second-party segments. Segment Surveys is currently in beta. Clients can join the interest list and be among the first to use Segment Surveys in their research efforts.
www.survata.com

■ In New York, audience data firm Eyeota and digital marketing agency Stirista have formed a partnership to launch Stirista Political, allowing advertisers to gain access to voter audience data to target unique segments of potential voters online. Stirista has taken public voter registration data from counties in the United States to compile a database of registered voters with party affiliation, age, likelihood to vote and other key targeting options. Eyeota's technology enhances the voting patterns of users with digital cookies for online ad serving, enabling political advertisers to target potential voters online.
www.eyeota.com

■ Newton, Mass., research software firm MarketSight has been working with Google Consumer Surveys as an API development partner and has released the latest version of its Web-based data analysis and reporting solution, integrated with the Google Consumer Surveys platform. Users can connect their MarketSight and Google Consumer Surveys accounts and view and analyze the data from their completed surveys using the MarketSight platform. Current Google Consumer Surveys users can use MarketSight's solution for creating crosstabs, performing statistical tests, creating charts and dashboards and sharing results online.
www.marketsight.com

■ Boston-based social media analysis software firm Crimson Hexagon has launched HelioSight, a social intelligence search and discovery product for brands and agencies that delivers insights through social media data analysis. Currently, HelioSight allows users to search Twitter's full repository of posts from the last 30 days and analyzes social conversations to show consumer feedback and insights, including demographics, affinities, emotions and more on any brand, product or topic.
www.crimsonhexagon.com

■ Nielsen Consumer Neuroscience, New York, has launched Video Ad Explorer, an advertising research solution that integrates a suite of neuroscience technologies. With the solution, brands can access insights by evaluating creative with measures from electroencephalography, core biometrics (which includes skin conductance response and heart rate), facial coding, eye-tracking and self-report. The integrated use of these tools improves the ability of ad creative to drive in-market success.
www.nielsen.com

■ 42 market research, a research firm for the health care industry based in Dubai, United Arab Emirates, has launched a new health care panel for pharmaceutical research in Luxembourg, with potential panelists consisting of physicians, dentists, pharmacists and opticians.
www.42mr.com/en

Discrete choice modeling for product portfolio optimization

| By Jyanping Rung

snapshot

An exploration of a brand's pack portfolio and pricing opportunities.

Product line management is a core component of marketing management. Product manufacturers and service providers need to plan their product portfolios properly to engage more of their customers and minimize product cannibalization in competitive settings. Sales data is often used for this end. However, when a new product concept or product line extension is under consideration, survey approaches such as total unduplicated reach and frequency (TURF)[1,2] usually fill in. TURF can handle a long list of product items for retail product assortment or for a manufacturer's retail communications but it does not capture product tradeoffs for a deeper understanding of why.

In a food-category study, we adopted discrete choice modeling and simulations for portfolio optimization with an understanding of product trade-off and substitutability structure, along with pricing. We aimed to explore pack portfolio and pricing opportunities for Brand A. In the market there were five major brands. Seven packs of Brand A were included in the study. Our objective is to identify optimal portfolios with three packs of Brand A in comparison to the current portfolio. The discrete choice modeling and simulation results show (in Figure 1) that both the portfolio of 28-ounce, 40-ounce and multi-pack 6-ounce 10-counts and portfolio of 28-ounce, 40-ounce and multi-pack 4-ounce 10-counts outperform the current portfolio of 28-ounce, 40-ounce and 60-ounce. The 28-ounce pack alone reaches the most buyers while 28-ounce and 40-ounce forms the strongest two-product portfolio. The optimizations can go beyond three products.

To better understand the portfolio simulation results, we investigated product substitutability structure and generated the product substitutability indices from discrete choice modeling results. As shown in Table 1, each index (ranged from 0-100) is the percent of buyers who favor the product in the column also favor the product in the row. For example, 76 percent of buyers who favor Brand A 16-ounce also favor Brand A 28-ounce, which means we may need only one of these two packs. Brand A 28-ounce, Brand A 40-ounce and Brand A 6-ounce 10-count packs are the least substitutable to each other and therefore attract the most unique needs among the three pack portfolios. Brand A 16-ounce is substitutable with Brand A 28-ounce. Brand A 60-ounce is highly substitutable with Brand A 40-ounce. Brand A 6-ounce pack is highly substitutable with Brand A 16-ounce and 28-ounce multi-packs; 6-ounce 10-counts and 4-ounce 10-counts are also substitutable.

From the indices table including all the products, we mapped the products in the competition market landscape (Figure 2). Four distinct product groups are observed by substitutability: 28-ounce packs, value packs, Brand A packs and Brand B packs. Brand A

quirks.com/articles/2016/20160805.aspx

Figure 1: Top Portfolios by Preference Share

Table 1: Product Substitutability Indices

	BRAND A-6oz	BRAND A-16oz	BRAND A-28oz	BRAND A-40oz	BRAND A-60oz	BRAND A-4oz 10ct	BRAND A-6oz 10ct
BRAND A-6oz	100	42	22	23	39	14	32
BRAND A-16oz	76	100	45	30	43	23	35
BRAND A-28oz	69	76	100	54	52	34	32
BRAND A-40oz	53	39	41	100	83	34	41
BRAND A-60oz	59	36	25	53	100	36	35
BRAND A-4oz 10ct	13	12	10	14	23	100	41
BRAND A-6oz 10ct	35	21	11	19	25	47	100
BRAND A Sub-28oz	18	23	15	15	15	10	22
BRAND A Sub-40oz	23	14	12	22	31	40	48
BRAND B-6oz	13	9	3	3	7	32	21
BRAND B-28oz	5	22	30	13	7	3	7
BRAND B-40oz	5	5	9	25	23	11	5
BRAND C-Sub 28oz	26	50	65	25	15	47	31
BRAND C-28oz	5	28	41	10	1	7	0
BRAND C-60oz	2	3	12	32	21	2	5
BRAND D-28oz	3	20	33	8	1	2	5
BRAND D-40oz	1	4	7	19	9	3	10
BRAND D-60oz	1	1	7	27	16	0	2
STORE BRAND-28oz	9	18	19	5	4	21	16
STORE BRAND-60oz	4	1	5	11	8	8	4

28-ounce primarily competes with Brand B 28-ounce, Brand C sub-28-ounce and Brand A 16-ounce. Brand A 40-ounce primarily competes with Brand A products, Brand B 40-ounce and Brand C 60-ounce. Brand A is positioned separately from store brands/value offers. Brand A multi-packs capture some unique needs at the lower-right corner.

To form general guidelines for pricing strategy with the optimal portfolio, we measured and ranked price sensitivity from high to low by product buyers as in Table 2 (+++++ = highest price sensitivity; +++ = moderate price sensitivity; + = lowest price sensitivity). Store-brand and Brand C buyers are most price-driven, followed by Brand D buyers. Brand A multipack 6-ounce 10-count buyers are least price-driven, given the only multi-pack option available. Among Brand A buyers, 28-ounce buyers are most price-driven, so the manufacturer may further leverage price/promotions primarily through Brand A 28-ounce, while maintaining its premium position. More simulations are needed to test what-if pricing scenarios and to pinpoint the optimal price or promotion opportunities

Used for a long while

Conjoint and discrete choice modeling evaluate customers' product and service preferences and have been used for a long while for customer segmentation, product and service development, price/promotion opportunities and portfolio optimization. Illustrated here is an example for an extended application of discrete choice modeling for market structure understanding based on product and service substitutability.

Figure 2: The Competitive Landscape

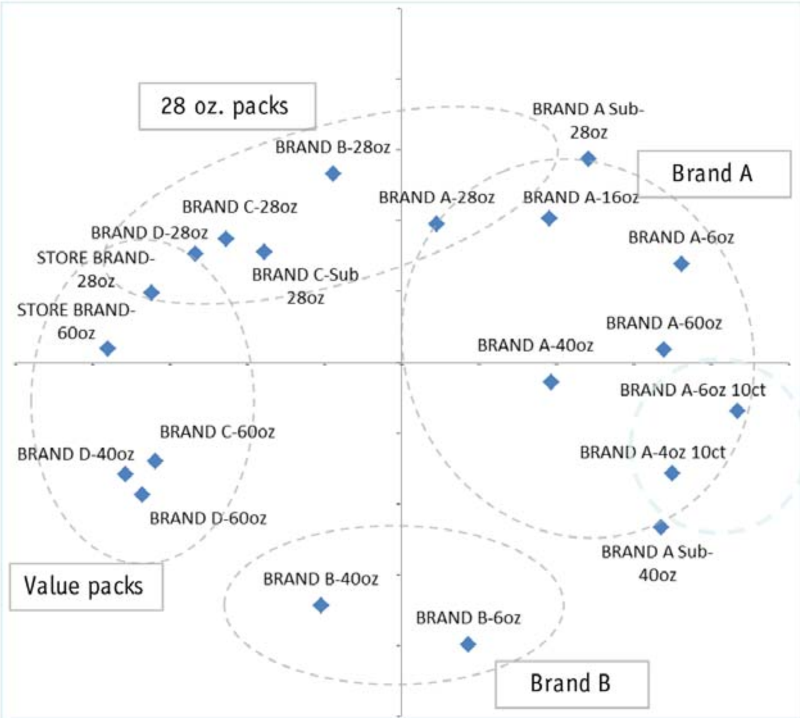

Table 2: Price Sensitivity Rank by Product Buyers

Brand C-28oz	+++++
Store Brand-60oz	+++++
Store Brand-28oz	+++++
Brand D-28oz	++++
Brand C-Sub 28oz	++++
Brand C-60oz	++++
Brand D-60oz	++++
Brand A-28oz	+++
Brand B-28oz	+++
Brand D-40oz	+++
Brand A-16oz	++
Brand A Sub-28oz	++
Brand A-40oz	++
Brand B-40oz	++
Brand B-6oz	++
Brand A-4oz 10ct	+
Brand A Sub-40oz	+
Brand A-60oz	+
Brand A-6oz	+
Brand A-6oz 10ct	+

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[2]Thomas J. Adler, Colin Smith and Jeffrey Dumont. "Optimizing product portfolios using discrete choice modeling and TURF." Proceedings from the Inaugural International Choice Modelling Conference 2010, pp. 485-497.

●●● new product/innovation research

Beyond the usual

How to address the unique issues of line-extension advertising

| By Jeri Smith

snapshot

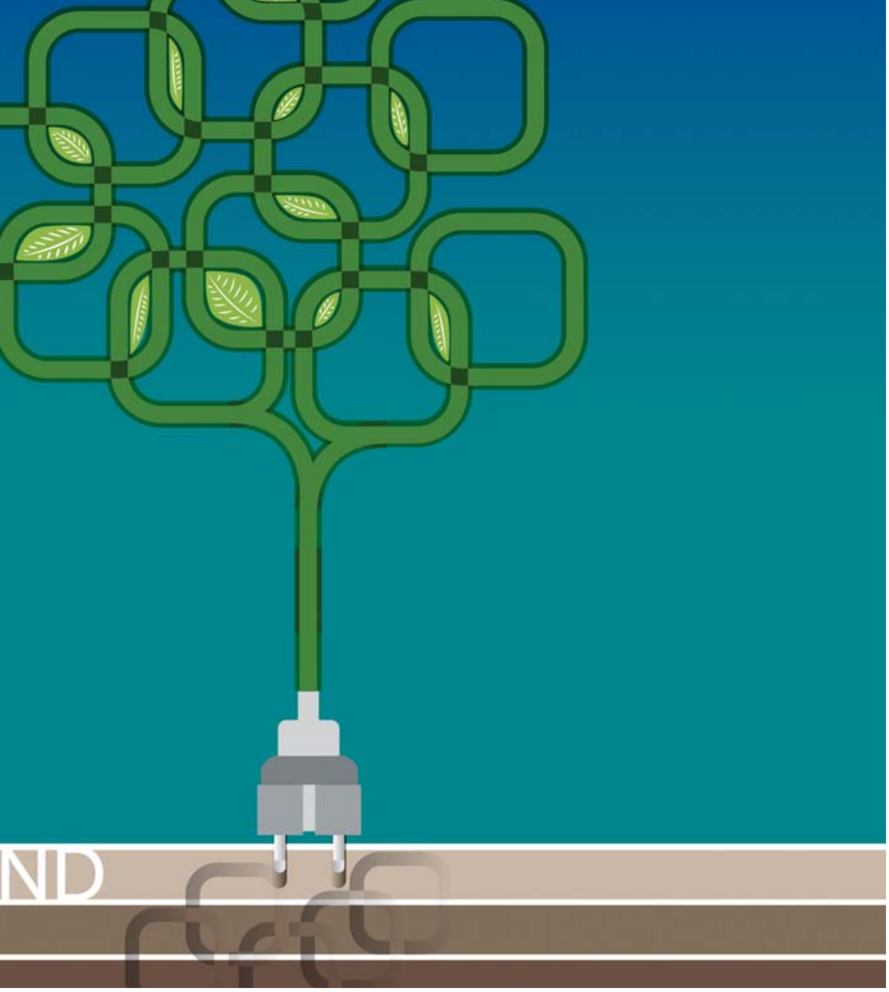
Jeri Smith offers strategies and considerations for developing and researching line-extension advertising.

quirks.com/articles/2016/20160806.aspx

More than half of all new products introduced each year are line extensions. With an overall success rate of well under 25 percent for new products, it's not surprising that so many advertisers rely on a familiar base brand name and equity to launch a new concept. Line-extension launches certainly have significant hurdles to overcome, many of which involve how the line extension is positioned vis-à-vis the base brand. The creative approaches utilized in launch-period advertising play a critical role in the ultimate success of the new product. Perhaps of even greater importance, the advertising for the line extension has the potential to produce significant confusion about the base brand and can contribute to dilution of core brand values. Conversely, when well-executed, line-extension advertising can propel the new product to success and also provide valuable halo benefits on the base brand.

The brand insights team is often integrally involved in the development of the line extension and in providing research along the way to optimize the product and the positioning concept. Research can also play a critical role in ensuring that the advertising campaign that is used to launch the line extension positions the new product optimally for success. Based on the unique communication issues of line extensions, simply applying a typical copy-testing protocol is not enough.

For line-extension advertising, success criteria are broader than the usual set of considerations. Not only is the outcome of the new product launch at play but the extent to which the new entry helps or hurts the parent brand is also of vital importance. By establishing a research construct that takes into consideration the special challenges and opportunities of the line-extension launch, the insights team can play an even more central and pivotal role in its success.



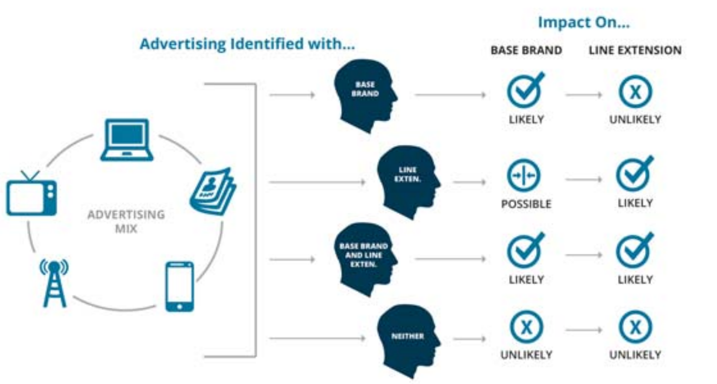
in-market communications outcome for any given consumer is likely to be one of the following (Figure 1):

- Some consumers will perceive the advertising to be for the base brand and will attach the message/benefits to the base brand. This may help the base brand but will not optimize the line extension.
- Some consumers will understand that the campaign is advertising a new product and will attach the message/benefits to the line extension. This will directly impact the line extension itself and assumes that the base brand has a separate ad budget to drive sales independent from the line-extension campaign.
- Some consumers will understand that the execution is advertising a new product but one that is connected with the base brand; these consumers will attach the message/benefits to the line extension but will also think more of the base brand as a result of the communication. This is an ideal scenario in some cases, particularly when base brand advertising support has been reduced to fund the line-extension launch. However, this outcome is often difficult to achieve.
- Some consumers who engage with the ad will fail to link the message/benefits to either the line extension or the base brand. Since the average new ad campaign achieves less than 50 percent correct brand linkage during its launch period, this scenario has a high likelihood of occurring among a significant group of consumers. It is, of course, unfavorable and something that solid research can help the advertising team to minimize.

The line extension campaign itself typically employs one of the following three creative approaches.

Figure 1

Impact of Advertising Identified with Base Brand Versus Line Extension



Establish a research construct

The first step is to establish a research construct that is based on the objectives, strategies and unique characteristics of the product. For most line-extension advertising, the desired outcome involves a) engaging the broadest possible group within the overall target, subject to media budget constraints, and b) building awareness of, and communicating the messages/benefits associated with, the line extension.

To accomplish this, a common tactic is to use the base brand name to convey credibility and to transfer those base brand benefits and values that will enhance the appeal of the line extension. From a sales perspective, the intention is usually to build overall brand sales while minimizing cannibalization. However, the extent to which the advertising campaign for the line extension draws on base brand equities will have a significant effect on the ability of the line extension launch campaign to succeed.

When the base brand is used as a point of reference, the actual,

Strategy 1: Utilize the base brand campaign

Incorporating the line extension into the existing brand campaign enables an advertiser to capitalize on preexisting campaign equities such as spokespeople, brand colors, creative devices and taglines. This approach can build awareness of the line extension without the expense of funding an entirely new campaign. In general, this strategy tends to be effective at generating strong engagement and base brand linkage on the basis of preexisting campaign familiarity.

However, integrating the line extension into an existing campaign also comes with a serious risk of failing to communicate either the identity of the line extension or its unique benefits vs. the base brand. For this strategy to be effective, the advertising should create a strong focus on the line extension and the benefits that differentiate the new product from the parent brand. Across a range of line-extension campaigns that we have studied, this strategy, while often generating strong engagement and building base brand equities, has the lowest chance of generating trial of the line extension.

The primary reason for failure is the tendency of the consumer to link a campaign with which they are already familiar to the base brand rather than to the line extension.

Figure 2

Strategy 2: Execute a completely new campaign

Another option is to create an entirely new campaign for the line extension. This strategy generally requires a substantially greater financial investment, given the developmental, production and media costs associated with a new campaign launch. Creating a completely new campaign for the line extension is typically the strongest way to communicate and differentiate the new product's benefits.

However, this strategy carries more risk than does utilizing a campaign with some familiar elements. New campaigns take time to build and have neither a base of campaign familiarity nor product familiarity, so they typically cannot be expected to achieve strong results until consumers have engaged with multiple campaign elements. Completely new campaigns on average take longer to wear in and tend to have less success at generating engagement than launches that use some existing campaign equities. Therefore, they are far less likely to result in halo benefits accruing back to the base brand.

Since base-brand equities are not being exploited, new campaigns for line extensions are also at a clear disadvantage in generating brand linkage (as is true with advertising for new campaigns and new brands in general). For this reason, campaigns of this type are far more likely to succeed if they include multiple campaign elements, ideally across multiple platforms, to help accelerate the build for the new campaign.

Strategy 3: A new creative approach leveraging key equities from the base campaign

The third option is a blended approach that involves employing specific brand-linked equities while creating a new campaign that focuses on the unique benefits of the line extension. This approach typically uses spokespeople, musical signatures, story types or other brand campaign elements that have been proven over time to successfully link with the base brand. However, the specific focus of the ad executions is on the line-extension benefits. Specific stories, creative approaches and/or other elements are adapted or re-created.

When well-executed, this strategy can capitalize on both the base brand equities and the unique benefits of the line extension. On average, this blended approach has the highest chance of gaining correct brand associations for the line extension and is also the most likely to produce trial of the new product. Striking the right balance is critical, as there is a significant risk of mis-associations with the base brand (Figure 2).

Success stories and cautionary tales

Different strategies for different media. To launch a line extension for a major personal care brand, one advertiser chose to utilize different creative strategies for TV and digital campaigns. The TV executions mirrored the base brand campaign but added new visuals built around the efficacy claim associated with the line extension, while a new digital campaign was created that focused strictly on the line extension's enhanced efficacy benefits.

Early in-market results indicated that both the TV and digital campaigns were engaging and strong line-extension brand ID effectively built awareness of the new product. However, the TV was not effective in conveying the efficacy message and was consequently less successful than the digital campaign in generating trial of the line extension.

In this case, the "story" in the TV spot did not clearly revolve around the efficacy claim and rather was more in keeping with the base brand's more sensory-focused messaging. Based on this learning, the advertiser modified the TV creative and shifted some of the marketing funds to support the digital campaign until the revised creative was ready to go live. This rapid response proved successful in optimizing first-year results for the launch.

Base campaign with altered brand benefits. A marketer of branded fresh food products launched a prepared frozen-dinner line within the format of the base brand campaign. The key difference for the line-extension ad executions was a shift of storylines from a focus on quality/all-natural benefits to quality/convenience benefits.

In-market, the strong engagement and base brand identity carried over from the original campaign to the line-extension executions but many consumers associated the campaign with the base brand instead of the new product. Because the focus was on convenience and not the quality/all-natural story, the new executions generated negative impact on the all-natural associations for the base brand.

This example highlights the risk of damaging the flagship brand with a line extension that has conflicting or contradictory benefits. The failure to differentiate distinctive products being sold under the master brand can be detrimental to both; the use of a single campaign only heightens the risk of a blurring of benefits that can produce a weakening of the brand franchise.

A completely new campaign. A well-known CPG brand developed a new campaign for the launch of a flavor-based line extension. Across all media, the storylines and visuals all revolved around the rich, authentic new flavors; no brand cues from the existing base brand campaign were utilized.

Early in-market research found very low engagement in relation to the media spend and brand linkage was also weak. While the small percentage of those within the target who were engaged by the advertising understood that the product involved tantalizing flavors, the numbers were too small for the campaign to produce sales in line with objectives. With the benefit of a long-running successful base brand campaign, this advertiser might have been well-served to use some existing campaign equities, while building a strong flavor message into each execution.

Another completely new campaign. A new low-sugar variety of a popular brand was launched with a campaign unrelated to the well-established base brand advertising. The line-extension campaign featured creative and entertaining storylines that revolved around the "half the sugar" benefits of the new product.

The new campaign proved to be highly engaging, produced strong brand identification for the line extension and effectively conveyed the low-sugar message. Moreover, the campaign had a positive impact on new product trial and did not produce any measurable negative effects on the perceived taste of the base brand.

This case provides evidence that a well-crafted campaign for a new line extension can succeed, even without borrowing equities from the base brand campaign.

No one right approach

As illustrated in the preceding examples, there is no one right approach to advertising a line extension and no guarantee of success with any strategy. Considerations for advertisers who are contemplating which road to take:

How different is my new product from the base business? If the new product is very different from the base business, a new campaign may work best as it more easily conveys "new" news and may limit consumer confusion if the brand is competing in a new space. However, unless base brand assets are not relevant to the new product, the advertiser would be well-advised to incorporate, at least to some degree, these base brand-linked equities to help ensure successful brand linkage.

How strong are the existing brand-linked campaign equities? If the base brand has successfully created strong brand-linked equities, it will be advantageous to give a brief nod to these and then move into the new product story. Of course, the equities must be relevant to the line extension, otherwise they will cause confusion as to what the benefits of the new product are.

However, if the base brand equities aren't solid, the line-extension campaign should not be tasked with incorporating them into its own story. After all, communicating the line-extension benefits will be challenging enough without the campaign being required to contort itself to serve the base brand.

What is the advertising budget? Advertisers with more modest line-extension launch advertising budgets are often best served by not producing an entirely new campaign. If there is a way to launch via adapting an existing campaign, this will undoubtedly be the most cost-effective solution.

Range of research tools

There are a range of both quantitative and qualitative research tools that can be brought to bear to provide pre-launch and early in-market feedback on the performance of line-extension advertising while there is still time to modify the campaign. This consumer feedback can help to dramatically improve the odds for success on the basis of providing clear answers to the following questions.

- Is the campaign, and the individual executions within it, engaging? Is its engagement performance based on familiarity or on news value or some combination?
- When consumers engage with the new campaign, what brand do they think it's advertising – the base brand or the line extension? What is it about the campaign that leads to this conclusion?
- What are the key messages that consumers who engage with the campaign come away with? Do these messages pertain to the line extension, the base brand or both?
- Is there any confusion associated with the line extension versus the base brand? Are the known benefits of the base brand maintained (or strengthened), while the line extension benefits are clearly understood?
- Does the campaign build brand perceptions and purchase intentions for the line extension? Is the brand profile that is emerging consistent with the advertising objectives?
- How differently do consumers who have engaged with the campaign perceive the base brand? Has the campaign impacted, positively or negatively, their intentions to purchase the base brand?

Stakes are high

Clearly, the stakes are high for line-extension advertising, not only for the new product but for the base brand as well. There are many complex and interrelated issues facing the researcher who is tasked with helping to optimize and provide early feedback on the advertising campaign. A clearly defined set of research objectives that address the unique challenges of line-extension advertising can go a long way toward moving toward a successful in-market outcome.

Ultimately, marketing-mix and sales analyses will identify the extent to which the advertising is successful in generating sales without cannibalizing the base brand. However, research that isolates and diagnoses advertising's longer-term impact on how the brand is perceived by consumers is also critical to advertisers who need to maintain the integrity of both the base brand and the line extension in the mind of the consumer.

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quirks.com/articles/2016/20160807.aspx

••• new product research

Improving your odds

Reducing the uncertainty of product performance

| By Keith Brady

snapshot

Keith Brady provides a wide-ranging list of ways to apply tools, methods and data that mitigate the risk of high failure rates for new products.

Most new products fail. The exact failure rate is a bit of a mystery – some studies state that 75 percent of new products fail, while others put it as high as 95 percent (the fluctuation is likely due to inclusion/exclusion of certain industries and the criteria of what constitutes success). No matter the figure, that's a dismal outlook.

Surely, with all of the available insights data, analytical tools, techniques and methods that have been developed in recent decades, the product failure rate has declined substantially. And surely the emergence and promise of big data has taken most of the uncertainty of market movement and ambiguity of product performance out of the equation.

Nope. Sadly, the high failure rate persists.

So why do products with poor quality and poor design slip through? Why do marketers underestimate demand, incorrectly price, badly position or inadequately communicate the benefits of new products?


Innovation without insight is just guessing.
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It's not that the tools, methods and data (including big data) don't work. It's usually that the tools, methods and data aren't used at all, are only partially applied or are applied incorrectly.

Before we dig into those reasons, exactly what tools, methods and data are we talking about?

There are five potential categories for exploration and testing of new concepts and products:

Qualitative research. Qualitative research has traditionally been the prologue to concept development and ideation. In-depth interviews and focus groups can explore how consumers define categories of products, which brands most define the category and why, as well as where there are distinct market needs and preferences that could potentially be addressed with a new entrant (or a new category).

Traditionally, qualitative research has been a face-to-face endeavor but recent years have seen a proliferation of digital approaches to qualitative, from remote video conference interviews to Web boards, with an array of traditional tools (e.g., collages or other projective techniques) replicated in an online environment.

Quantitative concept and product testing. Whether testing early concepts or refining near-ready products, there are several tools and techniques available to better understand market affinity for products/concepts or part-worth utility of specific features. Via many of the tools and techniques below, valuations (or part-worth utilities) can be used to create market simulators estimating revenue or market share for different combinations.

Conjoint analysis determines what combination of attributes, among a limited set, is most influential on a respondent's product choice. A predefined set of potential concepts or products is shown to respondents. Respondent preferences for certain combinations of attributes are analyzed to discern the implicit valuation of the individual features/elements.

Discrete choice experiments/models statistically relate choices made by each respondent to the attributes of both the respondent and the product or concept. Resulting models estimate the probability that a person chooses a particular product based on both product features and respondent characteristics (age, gender, etc.). Unlike standard ratings or importance scales, discrete choice forces respondents to make choices between options, while still delivering rankings showing the relative importance of the items being rated.

Maximum difference scaling is a specific discrete choice method by which survey respondents are shown a set of the possible products/concepts and asked to indicate the most preferred and least preferred.

For particularly intricate products and concepts, configurator tools offer a relatively superior method of understanding the value consumers place on specific features of a product or concept. Configurators allow research participants to create their own ideal product or service bundles, choosing among possible combinations of features and service components. In some cases, known sub-component pricing is used to mimic the real-life shopping experience in which specific features add cost to a base model.

Highlighter tools provide a feedback system by which consumers can interact directly with specific features and attributes of a product or concept (as well as creative elements like advertisements, direct mail, Web sites, etc.), allowing them to indicate those which elicit particularly positive or negative sentiment. These help to identify optimization opportunities via key drivers and/or detractors.

Positioning and segmentation. Equally important to fully understanding what concept and product traits appeal to the market is understanding who they are appealing to.

Understanding key segments to target does not have to be, nor should it be, a mutually exclusive effort. Data collected through quantitative concept and product testing can be dual-purposed to understand how your products are perceived, determine to whom they should be marketed and see where products stand relative to competitive offerings.

Leveraging factor analysis, cluster analysis and both discriminant and correspondence mapping techniques yield quantifiable, actionable and trackable results.

Pricing and demand tools. Market simulators developed from quantitative concept and product testing. Market-sizing deduced from positioning and segmentation is especially powerful when paired with pricing models. The Van Westendorp price sensitivity meter, developed in the 1970s, aims to surround a market price using four price-value relational questions. At what price would you:

- consider this product/service to be so inexpensive that you would question its quality and believability;
- find this product/service to be such a good value that you would definitely buy it;
- think this product/service is starting to get expensive but would still be worth considering; or
- find this product/service to be so expensive that you would not even consider buying it?

Such an approach avoids the notoriously unreliable approach of asking respondents directly how much they would pay for a product. Results of a Van Westendorp approach can be used as inputs into market demand simulators to estimate revenue and profitability.

Specific to retail product market demand estimates, virtual retail and walk-by virtual shelf environments provide contextualization and visualization to further simulate real-world purchase decisions and to determine the role of ancillary variables like product placement in-store among the competitive set.

Line analysis and optimization. Because brand extensions make up the majority of new products introduced to the market, understanding how those extensions draw new customers and/or cannibalize existing products' market share is essential toward developing an optimal product mix.

Total unduplicated reach and frequency (or TURF) is a traditional statistical analysis used in market research for providing estimates of market potential. Non-cannibalized, unduplicated reach analysis is a similar technique that provides TURF-like results but works better to facilitate the modeling of optimal product mix strategies.

Consumers' purchase decisions are evaluated for possible cannibalistic substitutability among options. This helps to decide what combination of products to "shelve" together and to measure the impact of trading out one variety for another. Additionally, it indicates which products are highly cannibalistic of each other and therefore not necessary to stock in order to obtain maximum unduplicated reach.

Dive into why

Now that we have an understanding of the potential tools out there, we can dive into why they aren't being applied or being applied correctly.

The tools, methods and data aren't used at all

Most brand and product managers understand there is value in conducting research, so cases in which it is not employed are typically driven by timing, budget restrictions or budget allocations. Yet these same marketers often devote a healthy amount to advertising across a wide range of unproven or unmeasured media channels and formats.

Still others rely on gut instinct or intuition to guide their launch strategies, turning their backs on research which they don't believe can be designed to reflect actual market feedback. Their hope is that past performance with other products or brands will offer some indication of future success.

Eliminating a testing or research phase is a recipe for failure at worst and is sub-optimal at best. Much in the same way that an investor would want his or her financial portfolio to be operating at the efficient frontier (maximizing return for a given level of risk), a marketer wants new product launches to maximize their potential for success given all the investment that has been made to bring the items to market. Relatively speaking, market research is a small price to pay to help optimize.

The tools, methods and data are only partially applied

This is perhaps the most common of the three scenarios. Incomplete application can refer to the partial use of necessary tools or it can refer to a complete set of necessary research conducted among only a partial representation of the relevant population.

The first case has several potential examples but one of the most common is exclusion of exploratory research before a quantitative phase is pursued. For example, using quantitative research to determine market demand for a cutting-edge technology concept not yet introduced to the consumer market. In a situation like this, where previous consumer interviews have not taken place on this particular subject, there is a real danger that the quantitative questionnaire will not use terms and descriptions familiar to and reflective of the relevant consumer target and the concept will be improperly communicated. Ideally, a qualitative phase would be built into the research timeline to ensure that this risk is assuaged.

The second case often reflects the myopic approach some marketers take with their core customer base. While it certainly makes sense to measure core customer reactions to potential product changes or enhancements and also makes sense to determine potential cannibalization of existing products from the launch of a new concept or product, it does not make sense in either situation to ignore the potential (or non-core) market. Doing so provides only partial insight into the potential opportunity or danger associated with product development or launch.

The tools, methods and data are applied incorrectly

Survey design is critical and not to be overlooked. Response biases in surveys are commonplace, with unconscious misrepresentation resulting from surveys that are too long (apathy bias, most common in survey greater than 20 minutes in duration), surveys that overtly reveal the host company/brand (sponsorship bias or auspices bias), surveys which rely heavily on brand recollections (recall bias – for example, the Reeves Fallacy) or surveys with poor question or scale design (order bias or habituation).

Proper method application is also important and is often interrelated with survey design. For example, a conjoint analysis can quickly translate into a long survey or large minimum sample as the number/combinations of attributes to be explored increases. In such cases, a configurator approach would likely be more suitable.

Far too often, market attractiveness and demand for new concepts and products are gathered in the absence of any discussion of cost, price or trade-offs. This too can yield biased results, most notably an unrealistic market appetite for certain features and add-ons. After all, a product comprised of all potential features is much more attractive when it is offered at no cost.

A prominent example of data being applied incorrectly is using exclusively qualitative research results (focus group feedback or in-depth interviews of a limited audience) for market projections. While use of qualitative data for future outlook is not unheard of, particularly when dealing with executive opinions, applying the Delphi method (a panel of experts questioned individually about their perceptions of future events) or polling sales forces, there is a substantial risk in applying qualitative results to something as broad as a general consumer target.

Throw us curveballs

In closing, it's important to recognize that the comprehensive application of the tools, methods and data described does not remove all risk associated with a new product launch. The market will always throw us curveballs in the form of competitive actions, economic conditions and other external factors (weather, disruptive technology, political restrictions, etc.). Application of them throughout the process of screening, ideation, iteration and refinement will, however, mitigate those risks and help move new product failure rates into a much lower, more acceptable range.

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••• new product research

Voice is the new data

A new model for concept evaluation

| By Danica R. Allen

snapshot

A look at the value of analyzing consumers' verbal – rather than written – responses to new product concepts.

For businesses engaged in the development of new products or services, there are risks wherever we look. On the one hand, there is the opportunity cost of not developing a product that could hold huge potential. On the other, there is a profound, real cost – both time and money – when flawed products and services are launched and fail.

Fundamentally, consumers adopt new products and services that improve their lives. Consider the iPhone. It began as something convenient – a single device that could substitute for a camera, watch, roadmap and phone. In time, however, people came to identify with their iPhones; the device began assuming central roles in many key life activities and an emotional connection was built.

In their widely-praised book *Built to Love*, Boatwright and Cagan emphasize the crucial role that emotion plays in product success. Drawing on a multiyear study, the authors provide empirical evidence that brands with higher levels of emotional attachment among consumers also thrive economically. Even when "superstar stocks" such as Apple and Google were removed, high-emotion firms outperformed others by 800 percent. And during the post-2007 economic downturn, high-emotion stocks dropped at a lower rate than their competitors.

The enormous question on the table for manufacturers, service providers and other brands is how to identify product concepts that have high probabilities of building deep emotional connections with consumers – the pinnacle of product success. Which concepts are most likely to engender the positive emotional responses that will weather economic downturns and produce enhanced sales during upswings?

For researchers on both the client and vendor side, this leads to a related question: How can we better predict customer behavior by including emotion in our measurement systems?

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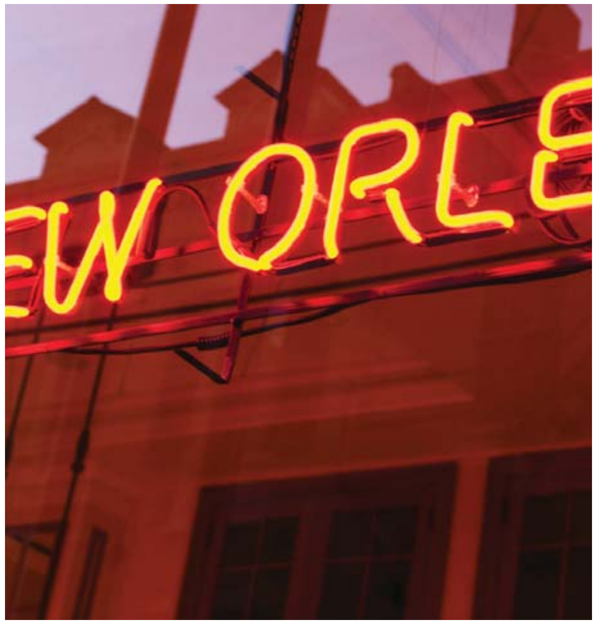


Tempests in very old teapots

For decades, researchers have relied on multi-point scales to measure the sentiment of consumer opinion. These range from fully-anchored scales, wherein each number is assigned a label (such as "Somewhat Likely") to endpoint-anchored versions in which only the two extremes are labelled. The argument over five-point versus seven- or 10-point scales has raged on for many decades but in the end, these were tempests in very old teapots, of relevance to a very few indeed.

The fact is, consumers do not talk about products using multi-point scales; they are unnatural modes of expression. Compared to scales, spoken or written language is infinitely more nuanced and – depending upon the speaker – able to convey extremely complex attitudes, feelings and emotions.

In one experiment, respondents were shown a random subset of 35 new product concepts and asked to rate each on a five-point Likert scale. They were subsequently asked to type out the rationales for their responses. From the scalar data, top-box purchase intent percentages were determined for each concept; and the open-ended responses (rationales) were subjected to a simple sentiment analysis. Out of the 35 concepts, the two measurement approaches agreed with respect to the best and worst performers. But the langauge-based sentiment metric yielded a coefficient of variation that was five times higher than the scalar method.

The unmistakable implication is that language – even when reduced to a single sentiment metric – is capable of identifying variability that would otherwise be obscured by the measurement itself. The unstructured responses captured emotions and opinions that the scales simply could not register, because only a few predefined, generic responses were allowed.

More granular, nuanced data

Now that we understand the relationship between products and services and the emotional connections they create with consumers – and therefore the probability that adoption/launch will be successful – how can we get more granular, nuanced data on the human side of product likes and dislikes?

While open-ended responses represent a tremendous resource for understanding consumer attitudes and behavior, limitations are also readily apparent. Typing is a skill, for example, that some people excel at and others abhor. The length and content of typed responses may well be a functlon of dexterity and comfort at the keyboard.

Written answers to questions also tend to be: standardized (via grammar and style) and therefore restricted; planned and polished (through editing and revisions); and compact, with fewer digressions and explanations.

Written prose tends to hide a great deal of context and development behind ideas and opinions; the finished product appears as if by magic, with all failed experiments deleted. The writer looks smart, indeed, but the reader or audience has much less to go on. And if we are looking for the warmth and vibrancy of emotion, the page or screen can be seen as truly a "cool" medium, in Marshall McLuhan's terminology.

Verbal reactions have a number of advantages over typed responses. The most noteable difference involves the spontaneity of vocal responses; they have not been preplanned, rehearsed and refined. They are also less taxing on survey respondents, who may be amateur typists at best.

In addition, spoken responses tend to include: dialect variations; pitch, rhythm and stress; pauses and intonation; and unusual and possibly telling pronuncations.

In traditional survey and qual research, analyzing mass quantities of open-ended typed answers and/or recorded verbal responses was onerous. But new technology has made it much easier to extract the content and learning from such unstructured data. This recognition led to an experiment, conducted by GfK, that involved recording consumers' vocal reactions to up to five new product concepts and then subjecting them to a transcription step that yielded a text file corresponding to the audio file. We then compared these results to traditional survey feedback on the same product concepts.

The results suggested that respondents who verbalized their reactions provided an average of 83 words per stimulus, while those who typed produced an average of just 14 words. Add to this the additional insight and information provided by inflection and other nuances and we can see there is a wealth of potential learning to be culled from a voice-centered approach.

For marketing researchers, audiometric data represents a radically different form of information. For example, modern recording technology uses a sampling rate of 41.4KHz. This equates to over 41,000 data points per second of speech! In our study, respondents spoke for an average of 30 seconds, which means each yielded about 1.2 million audiometric data points per new product stimulus.

Speech can be analyzed according to two key elements – what you say and how you say it. Detecting prosody – how something is vocalized – is a skill that all humans learn. We know, for example, that the words "I love you" can be said in a multitude of ways. The prosodic content of speech can drastically change the implications of these three words. How something is said can contain as much meaning as the words that are spoken.

In our experiment, the prosodic element of speech – arousal – was generated through acoustic signal processing. Parallel to the audiometric analysis that yielded arousal, we subjected the lexical content of consumer reactions (i.e., the transcribed words or text) to unique algorithms tuned specifically to identifying two constructs: activation and sentiment.

Most marketing researchers are familiar with sentiment analysis as a way to summarize open-ended comments. Activation, on the other hand, measures the likelihood that the respondent will act based on seeing the concept. Positive activation involves a respondent spontaneously saying they'd look for it or plan to purchase it or even tell a friend about it.

In the present case, our sentiment and activation algorithms were trained specifically to capture new product concept reactions. Neither model was based on "keyword searches" but instead utilized sophisticated machine-learning algorithms.

Integrating the three metrics

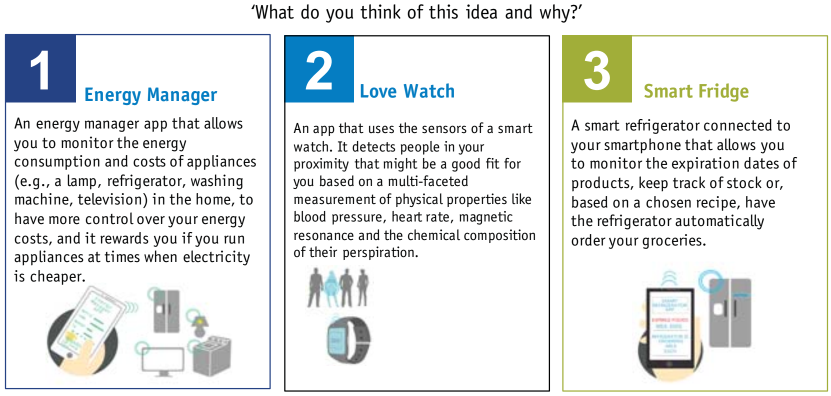
Quite simply, a respondent must spontaneously express 1) positive sentiment and 2) positive activation (desire to do something) 3) in a passionate way. As mentioned earlier, it is important to note that the passion metric is irrespective of valence. One can hate or love something passionately. This is critical to understanding the audiometric variable.

These three hurdles yield a subset of respondents who we believe represent the maximum trial potential for a new product. Failure on any one of the three criteria discounts the respondent with respect to the trial estimate. Clearly, this is a significantly more stringent set of criteria than are typically used in concept evaluation.

Acquiescence bias often leads to highly overstated purchase intent and often tenuous heuristic (or blackbox) approaches to adjusting it based on presumed cultural biases. Cross-cultural situations can be especially problematic since it is well-known that respondents in some countries yield highly skewed distributions.

Using the technique described, we analyzed a dataset obtained from 300 U.K. consumers. Respondents were shown one of two sets of three new product concepts (Figure 1) in sequential monadic order. After a brief practice exercise wherein they tested the microphone and playback capabilities of their devices (laptop, desktop, smartphones, etc.), respondents were shown three home automation product concepts. Instead of multi-point Likert scales with which several attributes are traditionally rated, we asked one open-ended question.

Figure 1: Three Fictional Internet of Things Concepts



The results showed that the Love Watch and Energy Monitor elicited high levels of arousal from "how" consumers responded to the concept; Again, this was inferred mathematically using acoustic signal analysis. This fact alone is not a sufficient basis for projecting purchase, however. As noted earlier, arousal can be coupled with positive or negative sentiment. In the case of the Love Watch, consumers with high arousal (based upon their voices) also tended to express negative sentiment and very low levels of activation. In contrast, an equal level of arousal was encountered among responses to the Energy Monitor but these occurred simultaneously with expressions of positive sentiment and activation.

In short, the results suggested the Love Watch would be an abject failure in-market while the Energy Monitor app could be quite successful and actually have the potential for emotional bonding with some consumers. In contrast to these two extremes, the Smart Fridge elicited middle-of-the-road levels of all three metrics, leading us to conclude it would not be a great market success if actually developed as written.

Prior to conducting the research described above, we tested eight product concepts which had passed traditional testing methodologies and were set to be launched in the following 12 months. Of these, one in particular represented a perfect illustration of the Type 1 error (false positive) situation that can occur in new product development. Specifically, one product of the eight products was developed based upon traditional Likert scale responses but was later deemed a failure. The method described in this article clearly identified that product as lacking arousal; consumer responses revealed a worrisome fact: the new product concept was not likely to create a sufficient level of emotional bond with consumers. Based upon this outcome, the voice-based system raised a red flag that should have precluded development of the product. Of course, this represents just one case study but it is indicative of the power of voice and its implicit measurement.

The power of the system described here goes beyond a more realistic, true picture of probable consumer behavior. Since each respondent's reaction was recorded, it is available to researchers for listening. Further, since transcribed versions of the audio files are linked, one can perform dynamic keyword searches. As a result, the researcher can use an audio console that accompanies the quantitative data to gain deep insights into the "Why?" underlying the results.

Achieve a level of understanding

By performing online, dynamic comparisons such as gender, age or category users and listening to consumers' responses, innovators achieve a level of understanding that was previously obscured by norms, adjustment factors and other methodlogical issues. Finally, we can offer clients a way to measure both implicit (System 1) and explicit (System 2), thinking as described by behavioral economist Daniel Kahneman.

The power of voice is at the center of this new approach to product and service concept evaluation. We leverage the spontaneity and expressiveness of the spoken word – so much more informative than typed answers or five-point Likert scales – and we use the transcribed text to provide context for the speech.

Companies that develop new products have now have a rich new alternative for making smart decisions about product development.

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●●● innovation research

The freedom to try

Make sure your brainstorming sessions generate, rather than denigrate, ideas

| By Bob Klein

snapshot

The author offers tips for better brainstorming and argues that a welcoming, inclusive atmosphere is key to getting everyone involved in the process.

Ideas are the lifeblood of our industry. It's our currency, which, these days, is perilously unstable.

Several months ago, I participated in an offsite brainstorm led by a "professional ideation moderator." The name/title of this individual immediately gave me pause, as these "pros" all too often act as judge and jury. Few are truly skilled or properly trained to do more than facilitate what amounts to a biased conclave with their own pre-determined agenda.

Unfortunately, that was the case in our meeting. Our moderator, armed with the dry-erase wand of power, anointed some of the ideas a coveted place on the whiteboard while others were conspicuously left off. Our moderator responded to some ideas with rapturous "That's a great idea" or "Oooh, I like that" or "That's it!" Other ideas elicited a silent moving on to the next person. Our moderator at once alienated some participants while outright embarrassing others.

It was impressive to see. Like watching a massive building demolition.

We've all been through these ideation vacuum sessions before, unfortunately. But it's always more upsetting when they happen inside our own organizations – when designated leaders purport to gather people together to "brainstorm," only to (hopefully) unintentionally offend or exclude otherwise valuable and creative people or ideas.

Back to our industry's faltering currency: ideas. Shortly after the disaster session described above, our agency, in partnership with faculty at the Kellogg School of Management, undertook a survey of 126 client and agency marketing executives on this very topic. The findings were worrying:

- Only 12 percent strongly agree* brainstorm meetings at their company are highly effective.

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- Only 10 percent strongly agree brainstorm meetings at their company encourage wild ideas.
- Only 13 percent strongly agree brainstorm meetings at their company help them become more creative as an organization.
- Only 10 percent strongly agree brainstorm meetings at their company broaden their perspective.

*Five-point hedonic scale; strongly agree

Lurking immediately beneath the surface of these results is this troubling statistic: Only 10 percent strongly agree brainstorm meetings at their company maximize the potential of all participants.

If it was simply that these brainstorm meetings are unproductive, we could write it off as part of the unavoidable inefficiency and spoilage in any marketing-driven company.

However, the big insight we unearthed from our quantitative study and concurrent in-depth interviewing is that brainstorming in our industry today, in truth, is actually undermining the fabric of our business – ideas. Instead of motivating and inspiring, it's making people feel bad and sucking what creativity or good ideas that may have been in the room before right out the window and onto the street below.

- Only 10 percent strongly agree participants in brainstorm meetings feel their ideas have equal worth.
- Only 12 percent strongly agree brainstorm meetings elicit the candid, unbiased views of all participants.
- Only 12 percent strongly agree participants in brainstorm meetings feel comfortable bringing up different points of view.
- Only 13 percent strongly agree participants in brainstorm meetings feel their voice is heard.

Neither engaging nor motivating

While you would hope that that strategically-minded leaders are establishing clear objectives, it's not the case. Brainstorm meetings lack proper strategic grounding. Leadership is missing. These sessions are neither engaging nor motivating. What begins with good intentions meanders into a place no one wants to go.

- Only 6 percent strongly agree brainstorm meetings are well-grounded strategically.
- Only 6 percent strongly agree individuals leading brainstorm meetings are well-trained and -qualified.
- Only 10 percent strongly agree individuals leading brainstorm meetings maximize the potential of all participants in the room.
- Only 13 percent strongly agree individuals leading brainstorm meetings encourage the thinking of more junior people.
- Only 14 percent strongly agree individuals leading brainstorm meetings make everyone feel their ideas have equal merit.

Imperative that we rethink

If you're going to continue to have people within your company conduct and participate in brainstorms, it's imperative that we rethink the way these meetings are being planned and structured.

Our research suggests that even at best, half of the ideas that exist in a brainstorm get expressed. Very often the best ones don't get expressed, yet participants may walk out feeling like it was a productive meeting. So what can you do?

In terms of new-school solutions, everything from mind-mapping apps to apps designed specifically for ideation sessions exist online to help you and your organization facilitate better brainstorming sessions. Many of them are free. Candor, an app designed by Kellogg School of Management Professor Loran Nordgren, is a convenient way to generate, capture, organize and evaluate ideas while bypassing some of the main obstacles posed by traditional brainstorming. Ideas are generated in advance and then discussed and evaluated in person – which increases the number and diversity of ideas that are brought to the table.

For old-school solutions, try investing in the right people and processes. If you or your organization are hesitant to try some of the automated solutions such as the one described above, perhaps now is a good time to invest in training the best individuals in your organization to facilitate productive brainstorming meetings.

Thirty-five years ago, as a fresh-ly-minted undergrad at a Chicago ad agency, I was invited to fly to Boston for a two-day Synectics new product development workshop. Four decades later, I can't forget those two days. The biggest lesson I learned was how important the climate is in capturing ideas. In other words, how do we treat each other and receive new ideas? The sessions taught me that in order to be most productive during a brainstorm, we must create and foster a climate of positive energy and positive thinking. When individuals are free to build upon the ideas of others (rather than using their critical skills to poke holes in ideas), then you are in the zone of great brainstorming.

Recently, I introduced a pocket guide for better brainstorming, and handed one out to each employee at our company. I called it *The Five Commandments for Better Brainstorming* and it's intended to be used as both a reminder and a warning for anyone at our agency who is considering scheduling an ideation session.

Thou shall encourage wild and exaggerated ideas. Isn't it always easier to tame a wild idea than it is to think of an immediately valid one in the first place? In the beginning of a brainstorming session, encourage wild ideas. The wilder the idea, the better.

Thou shall generate quantity – not quality – early on. In the beginning of the session, quantity trumps quality, despite our natural inclinations to workshop/discuss the merits of each idea that comes up. Temper that inclination by simply keeping the ideas short – no in-depth explanations and justifications at this point. Save that for later.

Thou shall postpone and withhold your judgments. Ideas in this stage are not to be judged based on their merits. Our natural inclination oftentimes is to immediately consider the negatives of someone else's idea (while extolling the positives of our own ideas). But in the early stages of a brainstorm, reserve all judgment. Even seemingly foolish ideas can spark some better, more salient ones. Record all ideas.

Every person and every idea has equal worth. This is a point that can truly make or break a brainstorming session. When you ignore just one person's idea, you are tacitly sending the message that their ideas/their opinions aren't worth hearing. This will immediately shut them down and they more or less have license to walk out of the room. Every person has a valid viewpoint and a unique perspective, so the best facilitators encourage participation from everyone. Keep in mind that group brainstorming may not be everyone's strong suit. Some people won't proactively offer an idea and will need to be asked to share. Some people aren't comfortable verbalizing ideas, so maybe they could write their idea down and pass it forward. This where solutions like the Candor app can reap rewards.

Thou shall build on the ideas put forth by others. Ideas are the bones of the skeleton that make up the fully-realized concept. So it's all a beginning. Can ideas be combined to explore new possibilities? How can each idea be built upon to make up something that is more fully realized? It's just as valuable to be able to adapt and improve other people's ideas as it is to generate the initial idea.

Positive experiences for all

There are countless resources online that can help your organization build a better brainstorm but if you choose to do nothing else, please try to make them positive experiences for all who are involved. Be sure that the person leading the brainstorm is someone who understands the importance of capturing everyone's thoughts, not just the ones that tickle their particular fancy. The cost of markers and those giant Post-it pads pales in comparison to the price of lost intellectual capital. Because there is nothing more defeating than making a brainstorm session the place where your organization's talent and great ideas go to die.

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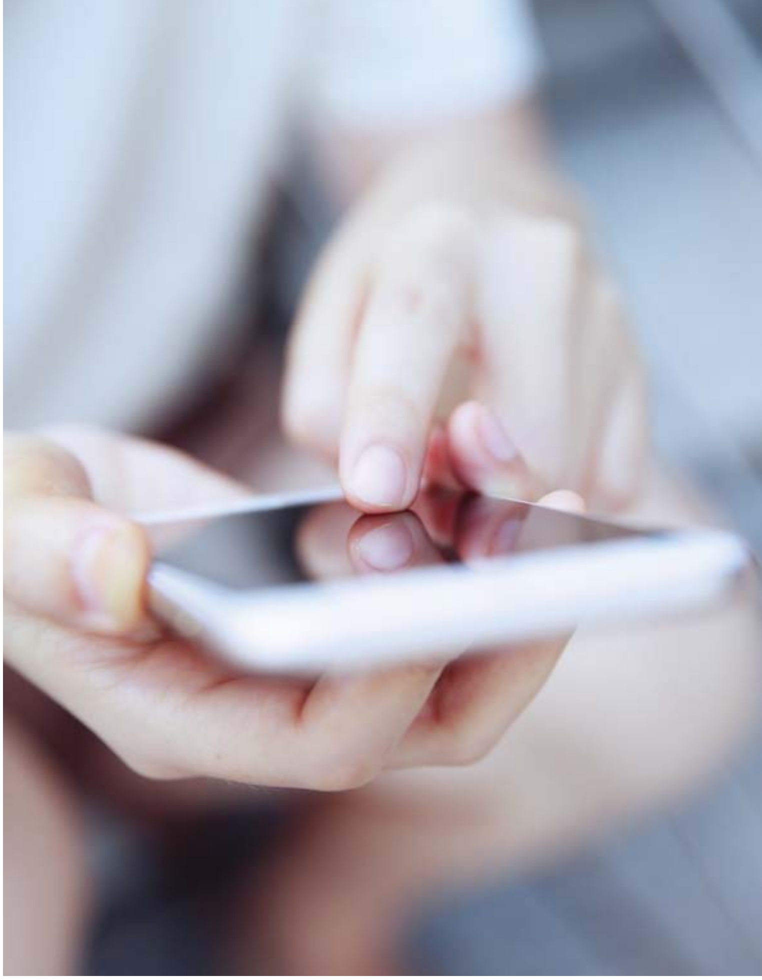
••• location-based research

Beyond brand awareness

Mobile's power to track purchase influence

| By Emily Tomasiewicz



snapshot

The author discusses the role of mobile in identifying and measuring consumer purchase influencers and the overall impact of ad campagins.

Remember when Facebook first launched in 2004? Members could only sign up with e-mails ending in .edu, and even then only through select colleges and universities. Today, we have moms, dads, grandfathers and even cats showcasing their own Facebook profiles. Millions of businesses represent themselves solely through Facebook, bypassing the costs needed to build their own Web sites. Ad agencies better understand who they should be targeting (with ads shown through Facebook). Celebrities, public figures, influencers and publishers can share promotional posts and tag content they've created with brands. All of this activity amounts to an average of 1 billion daily active users in over 130 countries. Facebook has done well for itself.

But the point I'm trying to make doesn't start and end with Facebook. This same kind of behavioral data can be seen by thousands of other sites and apps (think social, YouTube, e-mail, search, display, referral, etc.). They'll tell you the number of people who saw your post and can break it down by gender, age, location, tap-through rates, likes, tags and shares – it can get pretty rooted. In the not-so-distant past, understanding how well your posted content performed was enough to fuel future marketing efforts. However, as spending continued to soar, brands and agencies were still facing the same challenge: how to measure purchase impact.

To be more specific, connecting the dots between finger swipes and computer clicks with actual purchase conversions still remained a major hurdle. Today, while market researchers haven't completely eliminated that challenge, the proliferation of mobile consumer behavior enables more strategic techniques by layering in behavioral research with social, survey and in-context data. Strategic market research techniques, like mobile and out-of-home (OOH) ad effectiveness, gather active data that blends well with existing third-party platform statistics, presenting a full and more conclusive picture behind consumer behavior.

Let me speak plainly. Much of what the advertising companies do is about brand

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L&E Research (Tampa)
MARS Research (Ft. Lauderdale)
National Opinion Research (Miami)
Plaza Research (Ft. Lauderdale, Tampa)
Schlesinger Associates (Orlando)
Superior Research (Tampa)
WAC (Ft. Lauderdale, Miami)

LAS VEGAS
Plaza Research

LOS ANGELES
AIM (Costa Mesa, Long Beach, Los Angeles)
Adept Consumer Testing (Beverly Hills, Encino)
Adler Weiner (Downtown, Irvine)
Advanced Marketing Perspectives
Fieldwork LA (Irvine)
Focus & Testing
Focus Pointe Global
House of Marketing Research (Pasadena)
Meczka Marketing Research
Murray Hill National
Plaza Research
Q-Insights
Schlesinger Associates

MINNESOTA
Ascendancy Research (Minneapolis)
Fieldwork Minneapolis (Edina)
Focus Market Research (Edina, Minneapolis)
Focus Pointe Global (Minneapolis)
FRS Research Group (St. Paul)

MISSOURI
Focus Point Global (Kansas City, St. Louis)
Hatch Research (St. Louis)
L&E Research (St. Louis)
Peters Marketing Research (St. Louis)
Schlesinger Associates (St. Louis)

NEW YORK
Fieldwork New York (Westchester)
Focus Pointe Global
Focus Suites
Fusion Focus
Innovative Concepts (Long Island)
JRA (White Plains)
MarketView (Tarrytown)
Murray Hill National
New York Consumer Center
Schlesinger Associates
The Focus Room (NYC, Westchester)

NEW JERSEY/ NEW YORK (Metro Area)
AIM (Hackensack, NJ; Morristown, NJ)
Fieldwork East (Ft Lee, NJ)
Focus Crossroads (East Rutherford, NJ)
Focus Pointe Global (Teaneck, NJ)
Focus World International (Holmdel, NJ)
Meadowlands Consumer Center (Secaucus, NJ)
Plaza Research (Paramus, NJ)
Schlesinger Associates (Iselin, NJ)

NORTH CAROLINA
L&E Research (Charlotte, Raleigh)

OHIO
AIM (Cincinnati, Columbus)
Complete Research Connection (Columbus)
Focus Pointe Global (Columbus)
L&E Research (Cincinnati)
Opinions, Ltd. (Cleveland)
QFact Marketing Research (Cincinnati)

PHILADELPHIA (Metro Area)
Plaza Research (Marlton, NJ)
JRA (Montgomeryville, PA; Mount Laurel, NJ)

PHILADELPHIA
Focus Pointe Global (Center City, Bala Cynwyd)
Focus Suites (Bala Cynwyd)
JRA
Schlesinger Associates (Center City, Bala Cynwyd

PHOENIX
Fieldwork Phoenix (South Mountain)
Focus Market Research (Scottsdale)
Focus Pointe Global (Tempe)
Plaza Research
Schlesinger Associates

RHODE ISLAND
Performance Plus (Providence)

SAN DIEGO
Plaza Research
Taylor Research

SAN FRANCISCO
Fieldwork San Francisco
Focus Pointe Global
Nichols Research (Downtown, Concord, Fremont, Fresno, Sunnyvale)
Plaza Research
Schlesinger Associate

SEATTLE
Fieldwork Seattle (Downtown, Kirkland)
Northwest Insights

TEXAS
Austin Market Research
Fieldwork Dallas
Focus Pointe Global (Dallas)
Galloway Research (San Antonio)
Murray Hill National (Dallas)
Opinions Unlimited (Houston)
Plaza Research (Dallas, Houston)
Schlesinger Associates (Dallas, Houston)
Think Group Austin

VIRGINIA
Alan Newman Research (Richmond)

WASHINGTON, D.C. (Metro Area)
OMR (Greenbelt, MD; Washington, DC)
Shugoll Research (Alexandria, VA; Bethesda, MD; Fairfax, VA)

WISCONSIN
Focus Pointe Global (Appleton)
JRA (Milwaukee)

UNITED KINGDOM
Aspect in the City (Manchester)
Aspect Viewing Facilities (South Manchester)
Field Facts Worldwide/ Focus Pointe (London)
London Focus (London)
Shoreditch Studios (London)
The Research House (London, Wimbledon)

CANADA
Consumer Vision (Toronto)
Research House (Toronto)

FRANCE
ConsuMed Research (Paris)
Passerelles (Paris)

GERMANY
Schmiedl Marktforschung (Berlin, Frankfurt, Munich)

RESEARCH TECHNOLOGY SUPPORT ANYWHERE, ANYTIME awareness and staying current and top-of-mind with their consumers. But in the end, purchase influence is key. The question at the crux of every marketing meeting becomes: Is our advertising strategy driving sales? We know our target audience, sure, but is it positively impacting their decision to buy or support our brand in the way we intended?

Growing ever larger

In 2016, global mobile penetration is huge and growing ever larger. When a consumer is shopping on Rodeo Drive in Los Angeles, commuting to work by metro in the nation's capital or driving through the plains of middle America, it's likely that they have their phones out, apps open and fingers scrolling (that's right, an AT&T study reported that 70 percent of drivers use their phones while operating vehicles – so watch out!). Interactions with advertising content on mobile platforms can be lightning quick as users skim past paid content on Facebook or Instagram, filtering out what's irrelevant to them without thinking twice. A separate study by comScore estimated that consumers see an average of 1,700 banner ads each month and don't click on a single one. A gap in incomplete, third-party data begs the question: even if a consumer doesn't click a paid content post on a social platform, is it still being seen and/or having an effect?

Mobile devices of all kinds, including smartphones, tablets and wearable technologies, are the new frontier for companies looking to personalize their marketing and reach Millennials and Generation Z. Yes, the landscape is still somewhat experimental. What is clear, however, is that brands no longer have the capital nor time to execute full-fledged campaigns and gather the effectiveness of their results thereafter. It's all about iterating on the run and personalizing ads to reach consumers where they are.

More specific profiles

As companies continue to refine their marketing approaches in this new, pocket-sized digital age, it's the unique advertising identifiers (commonly called IDFAs or advertising IDs, respective to iOS and Android devices) that act as the common denominator or point of departure for evaluating ad effectiveness on mobile. In short, these can act as tracking IDs allowing brands to see how people are virtually interacting with their ads to help them create more specific customer profiles around that data.

Mobile apps don't support cookies like the PC environment does. But it's fair to say that advertising IDs are somewhat analogous to advertising cookies in their ability to track when a particular device user takes actions as a result of an ad. These might include things like installing an app, clicking on a banner or playing a video. With this kind of data, brands can aggregate behavior about a single consumer (likely the mobile device owner) across a series of mobile environments.

Beyond statistics that sites and apps like Facebook provide, however, there are a ton of third-party technological platforms that can give a full picture of mobile advertising's influence around actual buying behavior. Those that specialize in collecting real-time conversion data around mobile ad campaigns are specifically pertinent. In-app engagement has more consumers eagerly enabling their location settings given the benefits offered in return. Consequently, exposing content to people in real time based on where they are can be pretty effortless. Companies now considering where consumers live, for example, are becoming more adept at tailoring language to consumers. That being said, location is one of the most valuable factors supporting mobile ad effectiveness research that market researchers have identified.

Geofencing – a technique that creates a virtual fence around a geographical area to detect and then trigger relevant messages, alerts or coupons to consumers' mobile devices as they cross that "fence" – is one primary way market researchers recruit and measure panelists' store visitations after exposure. When the technology was still new in 2013, an article by my colleague, Allen Vartazarian, was published in *Quirk's* titled, "Why geofencing is the next mobile market research must-have." It's fascinating to observe how quickly our industry responds to the changing ad landscape to adopt what really works. Considered an infant technology just three years ago, geofencing is quickly becoming the backbone of ad effectiveness research.

Of course, more traditional post-exposure and post-campaign surveys integrate well with geofencing to offer companies a deeper level of insight into how their mobile campaigns are working with target demographics in predefined geographical areas. The research is especially useful when it's presented to consumers on-site and gathered as close to the time of the shopping experience as possible. The ultimate goal is to make an intelligent tie between ad spending and tangible foot traffic to a store, or buying behavior in-app – beyond finger swipes and social referrals.

True media planning for OOH

In the same vein, the power of mobile allows brands to reach consumers when they're on the go. Billboards and transit advertisements have been around for ages (in fact, the earliest form of advertising was OOH, as wall posters and signs were found in the ruins of Pompeii dating back to the first century AD). While the OOH advertising format isn't new, the way we can track its effectiveness with mobile is cutting-edge. Mobile panels now enable true media planning for OOH ads by aggregating demographic and behavioral data of things like vehicle traffic to help planners more strategically place ads that will appeal to target customers. Again, location-based geofencing comes into play here, as research integrations can trigger surveys for mobile panelists when they're in or around targeted retail locations.

For instance, it's smart business to target a woman out shopping at a retail complex with an alert about a 20 percent-off sale at, say, Banana Republic. While she's already out browsing, the likelihood that she'll stop in and make purchases after seeing the location-based advertisement is exponentially higher. How much higher? That's precisely where the OOH ad effectiveness research and time-specific mobile surveys come in.

Not show the full picture

Hopefully I've convinced you by now that including mobile-based ad research is a necessary venture, but it still might not show the full picture. Results from marketing campaigns are gathered from a number of sources: servers; e-mail and CRM systems; cross-device solutions; media buying platforms; and third-party data providers, to name a few. Tracking IDs in the form of cookies, pixel tagging, e-mail, username, IDFAs/advertising IDs, etc., are used across these disparate sources. But each type of ID used is stored separately and is unique to its source. To elaborate on a more specific challenge, over 2.5 billion people worldwide use e-mail and nearly 4.5 billion addresses exist. When most people are using multiple accounts, the pathway back to identification might lead to a dead-end.

So how do we identify the same user across all of these channels (that is, develop a user-based attribution model) without using any personally identifiable information? The answer lies in uniting all of these different tracking IDs from the same user and mapping them to a single unique ID. A single unique ID that contains every way a consumer interacted with a specific brand creates a robust consumer-level profile that not only identifies target audiences but also uncovers when and through which channel ad campaigns work best.

More engagement?

Do personalized, geo-based messages get more engagement than their generic counterparts? That's the idea these days; true mobile ad effectiveness has a lot to do with whether someone sees an ad and then walks into a store and/or buys a product. Making that connection is within reach when combining active mobile ad effectiveness with passive data already being collected elsewhere. Advanced attribution models allow us to take campaign measurement a step further by tying online, offline and cross-device behavioral data together to finally close that loop.

There is an enormous amount of anonymous, user-level data available to market researchers today. But the growing dominance of mobile as a media platform must be considered and researchers should always leverage user-based attribution models when applicable. When brands and agencies consider every source of influence, they're equipped with the fullest, most up-to-date information to more accurately target their customers, better customize direct consumer messaging and, most importantly, validate their ad campaign impact to more efficiently plan and invest resources in the future.

Based in Encino, Calif., Emily Tomasiewicz is manager, mobile products at research firm SSI, Shelton, Conn. She can be reached at emily.tomasiewicz@surveysampling.com.

special advertising section

Experts in Health Care Research

The health care industry is a large and often complicated niche. Within the health care market research industry, researchers work to focus on the many disease specialties, medical plans, patient types and much more. Health care research firms can provide you with the expertise needed to understand this expansive and important industry. Companies that specialize in health care research can recruit and give you access to a wide range of medical professionals including doctors, nurses, dentists, eye care professionals, chiropractors and even veterinarians who can help deliver insight into the medical, pharmaceutical and health care industry through interviews, focus groups, studies and surveys. While it's important to have expert opinions and responses when you're conducting research within these industries, it is necessary to also consider how you will gain access to patients. The right health care research firms can help you access and collect insights from patients, breaking them down by demographic as well as by their experiences with a number of illnesses and diseases, from the very common to the extremely rare. Here is a list of companies that actively promote the health care market research services they provide.

quirks.com/articles/2016/20160833.aspx

Market Dimensions

3 Market Dimensions

Founded 2003 | 86 employees
Asif A. Khan, Managing Director

Whether it is health care, patients, doctors or a B2B study (online, telephone, phone-to-Web, face-to-face), research companies and direct clients trust one name: 3marketdimensions.com and our robust panels in the U.S., Canada and Europe. 3marketdimensions recently expanded to 2 million health care and 1 million B2B panel members. We

are known among peers as one of the most trusted patients panel providers, whether it is cancer, diabetic, heart or other chronic ailments. Additionally, we have successfully undertaken ethnic studies and hard-to-reach audience surveys for the past 10 years using CATI and P2W methodologies. With seven client-servicing offices, we have 34 languages translation, programming, fielding expertise in-house, making us one of the fastest growing companies in market research.

www.3marketdimensions.com
Phone 844-777-8100

Answers & Insights Market Research

Founded 2002 | 28 employees
Jeff Shelton, CEO

Answers & Insights is a full-service, vertically-integrated research firm with unsurpassed recruiting for physicians and rare patient diseases. We offer unique methods to address the tough questions in health care, such as with TruXchange® (physician/patient exam listening), allowing clients to choose their targeted physicians where exam recordings are collected. With PatientGEO® GPS patient location, clients have the ability to research patients in locations of interest – MD office, pharmacy, lab, etc. Our WebSiteTRAKKER® enables clients to understand where patients really go online by tracking their Internet behavior on their laptop, tablet and/or smartphone. With RarePATIENT®, with access to 4,000,000 households, we can find any patient in the U.S. When you Need it Tomorrow, Call us TODAY!

www.answersandinsights.com
Phone 888-815-9901

CarbonSix, a Shapiro+Raj company

Founded 1955 | 85 employees
Zain Raj, CEO

CarbonSix, a Shapiro+Raj company, is a global health care market research consultancy that guides pharmaceutical and health care clients to building powerful, sustainable brands. From early pipeline to sustaining mature brands, CarbonSix provides strategic research and counsel at every stage of the product lifecycle. We have launched and accelerated growth for dozens of brands, from big blockbusters to rare diseases, across numerous therapeutic areas. Our multidisciplinary team members provide decades of specialized industry experience in research design and execution, the behavioral and physical sciences and business strategy. For more information about CarbonSix and its leaders go to www.carbon6research.com or LinkedIn at http://www.linkedin.com/company/carbonsix.

www.c6research.com
Phone 312-321-8111

Catalyst Healthcare Research

Founded 1994 | 5 employees
Dan Prince, President

Using both time-tested and innovative methods, our seasoned team helps health care clients achieve Confident Change®. Our clients include health care provider organizations of many kinds; national and regional health plans;

and various types of suppliers to the health care industry. We offer relevant and timely insights in brand-related research, customer experience, product/service development, message testing and thought leadership. Experienced in both qualitative and quantitative approaches, we recommend an approach suited to your specific needs. If you're tired of being just another "project" in the eyes of an agency, contact Catalyst Healthcare Research.

www.catalysthealthcareresearch.com
Phone 615-297-6535

Clarity Pharma Research

Founded 2008 | fewer than 100 employees
Dr. Jack R. Gallagher, Ed.D, M.Sc., CEO

Clarity Pharma Research provides custom patient-chart/treating physician research in the Americas, Europe, Asia and beyond. Our scientists have 30 years of experience researching pharmaceutical products from pre-launch to patent expiration. We size markets (epidemiology), measure patient and product share, track uptake, enhance forecasting, describe current treatment patterns, gauge clinical utility, fill in the gaps commonly found in secondary or syndicated data and more. The FDA has accepted our findings to modify clinical trial development, our data have aligned with SEER and our research has withstood the scrutiny of peer-review medical journals and conferences. We bring clarity to clients' business decisions.

www.claritypharma.com
Phone 864-208-0078

Creative Consumer Research

Founded 1976 | 76 employees
Patricia Pratt, CEO

In 40 years, CCR has developed the expertise, knowledge and specific experience to conduct primary market research in the health care industry. Our partnership approach includes planning sessions, project design, project management, survey design, programming and qualitative or quantitative sessions. CCR is proficient in addressing customer satisfaction, branding awareness and usage and employee satisfaction studies.

www.ccrsurveys.com
Phone 281-240-9646

Fine Research

Founded 2000 | 35 employees
Diego Casaravilla, CEO

Fine is the leading health care data collection resource in Latin America (LatAm) with offices in Brazil, Mexico, Colombia, Argentina, Chile and Uruguay. It currently hosts the largest physician online source in LatAm with over 70,000 unique past participants' professionals, while its local custom

teams can also reach tough groups such as national payers or rare disease patients. It is focused on servicing the largest international panels as well as dozens of middle size and large institutes. In addition to online, it also offers a set of state-of-the-art qual facilities in main markets, coupled with seasoned translators, bilingual health moderators and experienced project managers. Make Fine the essential resource for pharma data collection all over LatAm.

www.fine-research.com
Phone 54-11-4896-4180

gongos

Gongos Inc.

Founded 1991 | 125 employees
Camille Nicita, President and CEO

Gongos Inc. is a decision intelligence company that partners with Global 1000 corporations to help build the competency in making great consumer-minded decisions. Gongos brings a consultative approach in developing growth strategies propelled by its clients' insights, analytics, strategy and innovation groups. Enlisting the

multi-disciplines of research, data science and curation, Gongos fuels a culture of learning in client organizations and helps them develop strategic frameworks to navigate change. Gongos' health care expertise spans commercial, individual (Exchange), Medicare/Medicaid; across insurers, hospitals, health systems, physicians and agents. Work ranges from targeted marcom strategies for diverse populations, to customer experience and product development.

www.gongos.com
Phone 248-239-2300

LUTH research

Luth Research

Founded 1977 | 200+ employees
Roseanne Luth, CEO

Luth Research has been a market research leader since 1977 and continues to make groundbreaking advancements in next-generation customer intelligence. Powered by ZQ Intelligence™, which passively captures the digital journeys of consumers across all de-

vices, Luth creates the innovative technology and research methods required for businesses to thrive. From survey research to passively tracking digital behavior, Luth Research blends research expertise with proprietary data collection resources to offer unmatched customer insights.

www.luthresearch.com
Phone 619-234-5884

M3 Global Research

Founded 2006 | 200+ employees
Roni DasGupta, President

M3 Global Research provides the most comprehensive and highest quality market research recruitment and support services available to the global health care industry with relationships with over 2 million physicians in more than 70 countries worldwide. M3 Global Research operates an ISO 26362 certified panel with the highest quality data collection and project management capabilities that cover the spectrum of quantitative and qualitative techniques utilized today. M3 services incorporate all of the most advanced statistical and attitudinal methodologies allowing clients to provide world-class offerings and support services to their end-client customers throughout multiple industry sectors.

research.m3.com
Phone 202-293-2288 ext.203

Maybe…Market Research & Strategy

Founded 2014
Jennifer Larsen, CEO

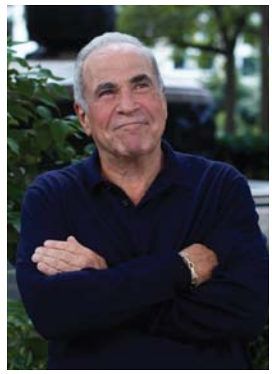
Jennifer Larsen is the founder of Maybe… Market Research & Strategy and has almost 20 years of health care experience. She has worked across a multitude of disease states (including rare conditions like pulmonary arterial hypertension and the very common, such as diabetes). Topic areas have included exploration of treatment algorithms, product development, device testing, advertising, positioning work, etc. Jennifer has conducted research with both patients and health care professionals from veterinarians to pediatric pulmonologists and can get people to tell her just about anything. Jennifer has an M.A. in Psychology and is a RIVA-certified Master Moderator.

www.maybemarketresearch.com
Phone 516-459-3659

Opinion Access Corp.

Founded 1995 | 600+ employees
Jim Hoffman, CEO

Opinion Access Corp. has been providing superior data collection solutions to the marketing research industry for over two decades. As an NCQA certified HEDIS CAHPS vendor, we specialize in health care satisfaction by regularly contacting plan members, medical groups/offices and various specialty audiences for both B2B and B2C. Our telephone, online and mail capabilities are all driven by unsurpassed project management and a level of customer service that keeps our clients informed and well assured that projects finish on time and on budget. Coupled with our multicultural expertise spanning across all methodologies, we maximize representation for you and your client.



www.opinionaccess.com
Phone 718-729-2622

Pinnacle Research Group LLC

Founded 2002 | 5 employees
Tanya Mingione, President/CEO

Pinnacle Research Group is a think tank of educated, intelligent, forward-thinking professionals (psychologists, sociologists, marketers) who combine psychological insight and theories with real-world experience to take your research efforts further. Our unique approach provides deeper exploration and understanding of motivations, behavior and perceptions. Our philosophical approach is simple: Dig deep. Leave no stone unturned. Provide a fresh perspective to clients. Do it all while maintaining an intense focus on quality and excellence.

www.pinnacleresearchgroup.com
Phone 573-547-3358

Radius Global

Founded 1960 | 120 employees
Chip Lister, CEO, Kathy Relias, Sr. Vice President

Radius has extensive experience working with both Fortune 500s as well as start-ups across many health care categories, including bio-pharmaceuticals, device manufacturers, diagnostics companies, health care insurers, health care technology, pharmaceuticals and PBMs. We provide clients with guidance on a wide range of issues such as early-stage positioning, generic strategies, managed care landscape, patient marketing and positioning optimization. Radius is single-minded in its focus: to grow your brand by partnering with you to strategically optimize your offerings, identify differentiating innovations in the marketplace and deliver a compelling customer proposition that drives business performance.

radius-global.com
Phone 212-633-1100

RCHorowitz & Co. Inc.

Founded 1983 | 5 employees
Rob Horowitz, CEO

Over the past three decades we have built a reputation as a premier focus group recruiting and fieldwork management service for discerning clients around the world. We specialize in health care and most consumer audiences. We understand the dynamic needs of qualitative research. Meeting challenging deadlines and finding creative solutions to meet your objectives are a specialty. Over the years we have developed a reputation of successfully completing the "undoable." We enjoy tremendous success because we recognize that we are measured one study at a time. We have stringent quality control and a personal commitment to the success of every project we accept.

www.rchorowitz.com
Phone 212-779-0033

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.

www.recknerhealthcare.com
Phone 215-822-6220

ReRez

Founded 2002 | 10 employees
Debbie Peternana, CEO

ReRez specializes in online panel and mixed-mode research, including difficult audiences from hemophilia to stage three and four cancers. As global online specialists and methodology consultants, we offer solutions for all your needs: patients, physicians (national and international), hard-to-target ailments (hemophilia, cystic fibrosis, ostomy, MS, etc.). Small studies or large, if your need is simply programming, online real-time reporting or just panel research, you can always count on ReRez to offer fast turnaround, flexible pricing and accountability to deliver what we say we are going to do. Remember, if we can't do it, it cannot be done!

www.rerez.com
Phone 774-212-0033

Research Now

Founded 1999 | 1,000+ employees
Gary Laben, CEO

We offer global primary market research solutions and access to a wide range of health care payers, physicians, health care professionals, patients and caregivers worldwide. Our physicians panels and health care professionals panels are sourced from a multimode invitation approach. Our panelists are verified with AMA/ME numbers and ranked highest in quality and customer satisfaction.

www.researchnow.com/healthcare/
Phone 888-203-6245

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.

www.RRUresearch.com
Phone 718-222-5600

Schlesinger Associates

Founded 1966 | 600 employees
Steve Schlesinger, CEO

Celebrating our 50th year, Schlesinger Associates is a leading data collection company specializing in health care research and offering a broad range of qualitative and quantitative research solutions. Our top-rated facilities are located in key markets across the U.S. and the EU. Working in partnership with you, we provide outstanding recruitment and project management for any methodology. MedQuery|Advisors connects knowledge seekers with health care thought leaders and the toughest health care recruits. Schlesinger Global Solutions supports your worldwide health care studies with a dedicated expert contact. Schlesinger recently launched The Wall by Schlesinger, a breakthrough solution to qualitative engagement and post-research synthesis.

www.schlesingerassociates.com
Phone 732-906-1122

Segmedica Inc.

Founded 2004 | 24 employees
Peter Simpson, CEO

Segmedica is a full-service medical and health care market research company using advanced techniques for qualitative, ethnographic and quantitative studies. Our unique methodologies, such as self-moderating research or the capturing and analysis of in-office conversations between HCPs and patients, set us apart from the rest. We are the leading company in the field of applying the measurable sciences of psychology, anthropology and linguistics to health care market research and market segmentation. Ask for a Webinar or presentation on how we can help you with your market research needs.

www.segmedica.com
Phone 716-754-8744

SHC Universal

Founded 1997 | 60 employees
Jerry Arbittier, CEO

SHC Universal accesses the ecosystem of health care professionals and their patients for comprehensive market knowledge to affect health outcomes. Our comprehensive global health care communities provide access to 2 million health care professionals, including physicians, payers, medical/pharmacy directors, managed care, nurses, pharmacists, dentists, veterinarians, optometrists, office staff, as well as patient/caregiver communities. Our suite of services includes express turnaround, end-to-end field services for quant/qual methodologies, dynamic programming platform and proprietary technology that can harnesses the entire health care universe. With an extensive community, a full suite of services and delivery team, SHC delivers 30 percent more to help you develop perfect data.

www.shcuniversal.com
Phone 212-290-7642

SIS International Research

Founded 1984 | 75 employees
Ruth Stanat, CEO

SIS International Research provides qualitative fieldwork and quantitative data collection globally and nationwide across the U.S. We have in-depth experience in the recruitment of patients, physicians, pharmacists, hospital administrators, decision makers, key opinion leaders and other medical professionals. Our key industries of expertise include health care, consumer, B2B, industrial and automotive industries. SIS also has in-depth experience recruiting C-level and hard-to-find medical professionals. Our headquarters are located in New York and our key regional offices include New York, Los Angeles, London, Frankfurt, Shanghai and Manila. In addition, SIS operates our own focus group facility in the Flatiron district of NYC.

www.sisinternational.com
Phone 212-505-6805

SK&A

Founded 1984 | 85 employees
Dave Bauer, Director

SK&A is the leading provider of U.S. health care information solutions and research. As part of global powerhouse IMS Health, SK&A researches, maintains or has access to contact and profiling data for more than 8 million health care providers and 650,000 health care organizations. SK&A manages a full spectrum of quantitative research activities, including panel selection, survey design, survey deployment, data collection, remuneration, results analysis and insights. SK&A supports research initiatives for pharmaceuticals, biotechnology, medical device and diagnostics, managed health care, insurance payers, direct marketing, publishing, education and other sectors. SK&A's research clients include many of America's most recognized health care, publishing and life science institutions.

www.skainfo.com
Phone 800-752-5478

SSI (Survey Sampling International)

Founded 1977 | 3,600 employees
Chris Fanning, President and CEO

SSI is the premier global provider of data solutions and technology for consumer and business-to-business survey research, reaching respondents in 100+ countries via Internet, telephone, mobile/wireless and mixed-access offerings. SSI staff operates from 30 offices in 21 countries, offering sample, data collection, CATI, questionnaire design consultation, programming and hosting, online custom reporting and data processing. SSI's 3,600 employees serve more than 2,500 clients worldwide.

www.surveysampling.com
Phone 203-567-7200

Thoroughbred Research

Founded 1976 | 24 employees
David Bryant VP, Health Policy Research

Thoroughbred Research Group is a full-service research firm specializing in health care marketing research, health care data collection and patient experience (PXi) measurement. With 35+ years of marketing research and data collection experience, Thoroughbred brings a wealth of knowledge and experience to each engagement. As part of our health care services, Thoroughbred is certified to conduct most CAHPS® surveys as well as the Medicare Health Outcomes Survey (HOS). Our experienced researchers work with clients to strengthen brands, increase star ratings and brand equity levels while growing profitability. Contact us today to experience a new level of service and expertise. Consultative. Trusted. Dependable.

www.torinc.net
Phone 502-276-5503

Names of Note

■ In Auckland, New Zealand, **Mark Lloyd** has joined *SSI* as client and business development manager for New Zealand as the company continues to expand its presence and panel in the Asia-Pacific region.

■ Irvine, Calif., inbound marketing agency *SmartBug Media* has hired **Austin Shepard** as a senior inbound marketing consultant.

■ Media, Pa., survey and research firm *SSRS* has appointed **Chuck McCormick** as its COO.

■ Canada-based customer intelligence platform provider *Vision Critical* has appointed **Divesh Sisodraker** as executive vice president of product, a newly-created role.

■ Finland-based audience measurement company *Verto Analytics* has appointed **Laura Grover** as vice president of client solutions. She will be based out of the firm's New York City office.

■ *Illumination Research*, Mason, Ohio, has hired **Maggie Paulus** as director of client services.

■ Warren, N.J., data collection firm *Lightspeed GMI* has appointed **Darren Magot** as west region sales vice president and **Neha Jindal** as regional operations lead for the Asia-Pacific region. She is currently based out of the firm's Singapore office. **Mauricio Vasquez** and **Abbey Banegas** have also been appointed as account executives. In their respective roles, Vasquez and Banegas will be responsible for client development and management for Lightspeed GMI and Lightspeed All Global.


Lindner

■ **Gregg Lindner** has been appointed as managing director of *GfK MRI*, New York.

■ U.K. not-for-profit organization *NatCen Social Research* has appointed **Gillian Prior** as head of health and biomedical surveys and **Fay Sullivan** has been appointed as head of health policy research. Prior replaces **Rachel Craig**, who retired earlier this year and Sullivan replaces **Sally McManus**, who continues to work for NatCen as research associate.

■ *Stratasys Ltd.*, a 3-D printing and additive manufacturing solutions company based in Minneapolis and Rehovot, Israel, has named **Tim Bohling** as its CMO.

■ Cincinnati-based business solutions firm *RDI Corporation* has hired **Bridgette Chambers** as CMO.

■ **Bryan Hesse** has joined *Cooper Tire & Rubber Company*, Findlay, Ohio, as vice president of marketing for North America tire operations.

■ Canada-based grain marketing services firm *FarmLink Marketing Solutions* has added **Neil Townsend** as a senior market analyst.

■ In Fresno, Calif., research firm *FocusVision* has added research consultant and cognitive neuroscience expert **Ryan Baum** to its team.


Luck

■ Data management and analytics solutions firm *Annik*, Bellevue, Wash., has engaged **Kristin Luck** as chief marketing consultant.

■ **Will Krieger** has been promoted to senior vice president for client engagement for Cincinnati-based *REPASS Research and Strategic Consulting*.

■ New York-based mobile marketing firm *Verve* has appointed **Melanie Kalemba** to the newly-created post of senior vice president and general manager, Verve Enterprise, effective immediately.

■ Piscataway, N.J., research solutions firm *Azure Knowledge Corporation* has appointed **Ricardo Senra** as vice president of international research services and **Lise C. Dellazizzo** as senior vice president for business development and sales.

■ In Toronto, research technologies and consumer analytics firm *RealityMine* has named **Paul Street** as director, global research and analytics.

■ Netherlands-based *Global Data Collection Company* (GDCC) has appointed **Simon Glanville** as managing director for its newly-established GDCC U.K. organization.

■ Westport, Conn.-based research company *Critical Mix* has appointed **Jami Pulley** as senior vice president, customer development. She will be located in the newly-opened Dallas office.

quirks.com/articles/2016/20160811.aspx

■ In New York, researcher *GfK* has appointed **Stacy Bereck** as its new managing director of market opportunities and innovation in North America.


Bereck

■ New York-based marketing services company *News America Marketing* has named **Angelique Bellmer Krembs** as CMO, effective immediately.

■ *L'Oreal* USA, New York, has appointed **Marc-Alexandre Risch** as chief retail officer, a newly-created position.

■ *Warner Bros. Pictures*, Burbank, Calif., has promoted **Lynne Frank** to president, international marketing and worldwide planning and operations and **Blair Rich** to president, worldwide marketing.


Siefker

■ *MFour Mobile Research*, Irvine, Calif., has hired **Aaron Siefker** as a solutions executive and **Lily Ingrassia** as an account executive.


Ingrassia

■ *Media company Time Inc.*, New York, has named **Leslie Dukker Doty** as executive vice president, consumer marketing and revenue.

■ **Jack MacKenzie** has joined research-based consultancy *Penn Schoen Berland* as executive vice president and will lead its Global Media and Entertainment practice based in Los Angeles.

■ **Dean Schlader** has joined Lisle, Ill., firm *RPG Card Services* as vice president of retail services.

■ **Steve Wagner**, group president of *Experian Marketing Services*, has been appointed to the board of directors for *DMA*, a New York-based data-driven marketing trade association.

■ In-store digital marketing technology firm *Swirl Networks Inc.*, Boston, has appointed **Dan Dmochowski** as chief revenue officer, **Mark Marinacci** as vice president, audience development and **Niall Fitzpatrick** as vice president, account management.

■ Oak Park, Ill., researcher *Halverson Group* has added **Andy Knudsen**, **Marc Salzano** and **Lisa Petitte** as directors of strategic research.


Davis

■ *MFour Mobile Research*, Irvine, Calif., has hired **Brandon Davis** and **Dennis Nguyen** as software engineers for its Labs & Engineering department.


Nguyen

■ Columbia, Md., performance marketing agency *Merkle* has appointed **Azlan Raj** as vice president, digital analytics.

■ Consumer goods company *Kimberly-Clark*, Dallas, has named **Scott Usitalo** as CMO.

■ *Merrill Corporation*, a St. Paul, Minn., content sharing, regulated communications and disclosure services firm, has named **Axel Kirstetter** as vice president, product marketing.

■ **Christine Overby** has joined insights company *Shift*Base Research*, London, as CEO.

■ Atlanta-based firm *Jackson Associates Research Inc.* has promoted **Aza Galfayan** to research director for its Jackson Adept group in Los Angeles.

■ Columbia, Md., performance marketing agency *Merkle* has appointed **Michael Hemsey** as president of loyalty marketing solutions firm 500friends, a Merkle company.

Research Industry News

Acquisitions/transactions

■ Los Angeles-based researcher **LRW** (Lieberman Research Worldwide) has completed the purchase of **Tonic Insight**, an online insight communities firm with offices in London and New York. The company will now be named LRWTonic. This is the second in LRW's planned series of acquisitions supported with growth capital from Tailwind Capital Partners. Nick Priestley will continue serving as the general manager of the company.

■ Danbury, Conn., information and technology services company **IMS Health** has acquired Canada-based **Privacy Analytics Incorporated**, a provider of technology solutions for de-identifying and anonymizing health care information, to extend its Real-World Evidence capabilities. Privacy Analytics' capabilities will be used across IMS Health to develop approaches and enhance existing methods for ensuring the responsible use of anonymous health care information. The solutions will continue to be offered to Privacy Analytics and IMS Health clients as an independent suite of products.

■ Provo, Utah, customer experience software firm **Qualtrics** has acquired **Statwing**, a statistical analysis software start-up based in San Francisco. Qualtrics will integrate Statwing's point-and-click tool into the Qualtrics Insight Platform in an effort to make data science faster, easier and more accessible.

quirks.com/articles/2016/20160812.aspx

■ San Francisco account-based marketing firm **Demandbase** has signed an agreement to acquire data science company **Spiderbook**. The addition of the Spiderbook technology will allow Demandbase to use machine learning and data science at scale to analyze Web pages for signals that map to the keywords, interests and profiles of its customers' target accounts. Spiderbook also extends the Demandbase offering with the technology to identify the right people to target at these accounts and recommend the right messages. Spiderbook employees will be joining Demandbase's team at the company's headquarters in San Francisco.

■ San Mateo, Calif., engagement marketing software and solutions firm **Marketo Inc.** has entered into a definitive agreement to be acquired by private equity firm **Vista Equity Partners** in an all-cash deal for a total value of approximately $1.79 billion. Marketo headquarters will remain in San Mateo. Closing of the deal is subject to customary closing conditions, including the approval of Marketo shareholders and antitrust approval in the United States. The transaction is expected to close in the third quarter of 2016.

■ In London, search marketing agency **Ayima** has acquired social media, retargeting and display advertising firm **QuickThink Media**. With the acquisition, Ayima will increase in size to almost 150 people worldwide across five offices.

■ Research technology firm **FocusVision**, Fresno, Calif., has acquired Lakewood, Colo., research intelligence platform **24Tru** and **QualVu**, the qualitative research and insight arm of 24Tru.

■ **Microsoft**, Redmond, Wash., has announced that it will acquire professional network **LinkedIn**, Mountain View, Calif., for $196 per share in an all-cash transaction valued at $26.2 billion. LinkedIn will retain its brand, culture and independence and Jeff Weiner will remain CEO of LinkedIn, reporting to Microsoft CEO Satya Nadella. The transaction has been unanimously approved by the boards of directors of both LinkedIn and Microsoft. The deal is expected to close this calendar year and is subject to approval by LinkedIn's shareholders, the satisfaction of certain regulatory approvals and other customary closing conditions.

■ Berlin-based digital publisher **Axel Springer** has acquired New York-based researcher **eMarketer Inc.** The transaction allows Axel Springer to expand digital activities into the U.S. market and to broaden its portfolio of paid content offerings. Axel Springer will pay approximately $242 million (approximately €213 million) for 93 percent of the shares in eMarketer. Together, eMarketer's co-founders Terry Chabrowe, CEO, and Geoff Ramsey, CIO, will continue to hold around 7 percent of the company. Both co-founders are committed long-term and will keep their positions. The transaction is subject to approval by relevant antitrust authorities.

■ **Advanced Focus**, a New York research company, has acquired **Marketview - Tarrytown**. The new company will be known as Advanced Focus Westchester. Marketview's staff, including Managing Director Meredith Falvo, will join the Advanced Focus team.

■ Radnor, Pa., visual analytics firm **Qlik** has entered into a definitive agreement to be acquired by private equity investment firm **Thoma Bravo LLC** in an all-cash transaction valued at approximately $3 billion. The agreement was unanimously approved by Qlik's board of directors. Qlik will maintain its corporate headquarters in Radnor, Pa., and will continue to service its customers led by its existing executive team. The proposed transaction is expected to close in the third quarter of 2016, subject to approval by Qlik's shareholders and regulatory authorities and the satisfaction of customary closing conditions.

Alliances/strategic partnerships

■ Los Angeles-based researcher **SoapBoxSample** has formed a strategic partnership with **Wakoopa**, an Amsterdam-based behavioral data company. The business alliance marks the launch of Wakoopa Hub, a new behavioral data marketplace. SoapBox can now provide digital behavior data from PC or mobile devices, helping clients capture a holistic view of their specific target audience's digital journeys. Clients can use this to build digital profiles of their consumer segments or understand the path to purchase with better insights than what can be provided from survey research alone. In partnership with a global network of panel companies, Wakoopa Hub is a way for researchers to access behavioral data from respondents worldwide. The delivery model simplifies the purchasing process, leading to broader industry access and increased economies of scale. By lowering the barriers to studies that rely on behavioral data, Wakoopa Hub will help researchers uncover digital behavior insights that are only possible through passive metering approaches. In addition to SoapBox, launching partners include panel providers Netquest, Critical Mix, Respondi, OMI, YouGov, STEM/MARK, Majestic MRSS, Mindtake and GapFish.

■ Canada-based brand loyalty agency **Bond Brand Loyalty** has formed a partnership with Belgium-based omnichannel marketing platform **Selligent**. The partnership will enhance Bond's Synapze technology platform with Selligent's omnichannel engagement capabilities to deliver more relevant and personalized experiences for brands and their customers. By strengthening its loyalty solution offerings with Selligent's platform, Bond Brand Loyalty will be able to offer enhanced real-time marketing automation to support its clients' CRM and loyalty needs. With a real-time connection between the Selligent and Synapze platforms, Bond will enable 360-degree relationship marketing while streamlining communications across multiple channels.

■ **EXIN**, a Netherlands-based independent certification institute for ICT professionals, has signed a strategic partnership with the **Digital Marketing Institute**, based in Dublin. The partnership will allow EXIN to deliver the Digital Marketing Institute's certification program through its network of accredited partners.

■ **MVI Marketing Ltd.**, a marketing intelligence company for the gem, jewelry and watch industries based in San Luis Obispo, Calif., has formed a strategic partnership with Stockholm-based research technology firm **Cint** to leverage Cint's technology for obtaining insights for its Millennial Discretionary Spend Research Report. MVI's research report provides its active clients in the luxury goods sector with a look into current market trends. MVI has also tapped into Cint's insight exchange platform to reach MVI's niche target audiences (professional Millennials, those soon to be engaged/recently engaged and luxury brand purchasers) for their research efforts. Through the partnership, MVI will have quicker access to profiled research respondents for their regular omnibus and quantitative research studies. Over the next few months MVI and Cint plan to work to programmatically automate their technologies via API.

■ Columbia, Md., performance marketing agency **Merkle** has partnered with **Google** on its Customer Match Uploader (CMU) service. Google unveiled its four agency partners for the CMU product at the Google Performance Summit, which took place on May 25. The launch of Google's Customer Match Uploader allows Merkle to upload pre-hashed Customer Match first-party data files to a secure, authorized API. Google can then proceed with the standard Customer Match audience creation process and deposit the resulting audience in the brand's Adwords account.

■ Oslo, Norway, customer experience software solutions firm **Confirmit** has partnered with Waltham, Mass., emotion recognition technology firm **Affectiva** to provide market research organizations and voice of the customer (VoC) programs with the personal sentiment and behavioral insight needed to understand the role of emotion in driving consumer spending and loyalty. Affectiva's emotion recognition technology captures and measures unconscious responses and unbiased consumer reactions. The solution can be embedded into a Confirmit Horizons survey to enhance research or VoC programs by analyzing a respondent's reaction to videos. Respondents are transferred between the platforms for the facial emotion detection portion of the research. Emotion data is then viewed on Affectiva's dashboard or combined with the Confirmit survey data to provide the context of other important factors. The combined solution can help organizations better understand customer opinion and predict loyalty, enhance product and service offerings, improve A/B advertising concept testing, determine media spend, benchmark in-market campaigns and quantify attention, engagement and emotion in general.

■ **Leger**, a Canadian-owned research and polling firm, has become a strategic partner of Los Angeles-based technology firm **Passenger Inc.** As a strategic partner, Leger has expanded its offerings to include FUEL CYCLE by Passenger, an online community platform that helps brands engage customers via ongoing conversations that take the pulse of consumer attitudes, behaviors and trends.

Awards/rankings

■ **Samsung** and France-based research company **Strategir** received the golden trophy for research at the French Marketing Awards. The award is given for the development of virtual reality shopper research, which Samsung conducted as part of a redevelopment of the Samsung Experience Store Madeleine in Paris. Samsung worked with Strategir to develop a shopper approach that uses virtual reality for in-store immersion to identify the strengths and weaknesses of the current configuration of the store, product presentation and demonstration videos. The research compared the feelings and behavior of potential smartphone buyers "visiting" the store with a Gear VR headset with visiting the physical store and also to "visiting" the store via a full-size projection. The study showed that the 360-degree tour of the store with a virtual reality helmet favored concentration. The technology encourages natural behavior on the part of consumers and allows them to look where they like. Silver went to Kantar Worldpanel for NRJ Global and bronze to Harris Interactive for Nestlé Dolce Gusto.

■ **The Marketing Research and Intelligence Association** (MRIA) has named Toronto-based digital innovation company **Delvinia** as the winner of MRIA's Innovation and Advancement in Marketing Research Award in recognition of Methodify, a research automation platform, which has turned into a business unit within the Delvinia group of companies. The award recognizes research initiatives that exhibit a new direction for marketing research work. Additionally, Delvinia CEO Adam Froman was recognized by the Canadian Advanced Technology Alliance with the Telfer School of Management Private Sector Leadership Award.

■ At the **MRIA** 2016 National Conference, Annie Pettit, VP, data quality at Plano, Texas, firm **Research Now** and chief research officer at San Francisco firm **Peanut Labs**, was named a Fellow of the Canadian Marketing Research and Intelligence Association. Additional honors given to Research Now at the conference include the CMRP certification for Jeremy Mullin and Annie Pettit and the MRIA Award for Excellence Behind the Scenes, which recognizes efforts that enable the completion of research projects that do not have direct client contact. This year's award recognized the Research Now Client Team's support delivering the Shopper Intelligence Study.

■ Steve August, CMO for research technology firm **FocusVision**, Fresno, Calif., was named a winner of a Bronze Stevie Award for Tech Innovator of the Year in the 14th Annual **American Business Awards**.

■ Researcher **Ipsos** and its clients were given awards in four of the eight categories at the **Marketing Research and Intelligence Association Awards** during the 2016 National Conference in Montreal: The "Smart Account" project conducted by Ipsos, Dine Discoveries and element54 for CIBC earned the Pinnacle Award for Outstanding Research Project; The Best Quantitative Project award, recognizing a research project that used exclusively quantitative techniques, was given to Ipsos and Manulife for "Censydiam Segmentation;" the City of Toronto and Ipsos Public Affairs received the award for Excellence in Public Policy & Government for "Uber and the Taxi Industry;" and the City of Mississauga and Ipsos Loyalty earned the award for Public Service Impact and/or Benefit for the "MiWay Customer Service Satisfaction Survey."

■ Annie Pettit, VP, data quality at Plano, Texas, firm Research Now and chief research officer at San Francisco firm Peanut Labs, received the **Ginny Valentine Badge of Courage Award** at the IIeX North America conference. Pettit was nominated and received the award for bringing attention to the lack of gender parity among speakers in the marketing research conference industry.

■ Media company **TMC** has named **Confirmit** Horizons Version 19 (V19) as a recipient of a 2016 **CRM Excellence Award**, presented by *CUSTOMER* magazine. Released in September 2015, Horizons V19 is a multi-channel software platform for customer experience, employee engagement and market research programs by Oslo, Norway, customer experience solutions firm Confirmit. The award recognized Horizons V19 for its voice of the customer capabilities, which enables businesses to gain value and insight through customer feedback.

■ Data-driven marketing firm **Experian Marketing Services**, New York, was named a Strong Performer in the **Forrester Research Inc.** May 2016 reports The Forrester Wave: Cross-Channel Campaign Management, Q2 2016 and The Forrester Wave: Enterprise Marketing Software Suites, Q2 2016.

New accounts/projects

■ **Nielsen**, New York, has renewed contract services covering metrics for all of Grand Rapids, Mich.-based retailer **Meijer**'s 227 supercenters and grocery stores throughout Michigan, Ohio, Indiana, Illinois, Kentucky and Wisconsin. With the extended agreement, Nielsen will continue its relationship with Meijer and serve as the company's sole provider of consumer insights and analytics with an expanded retainer of services.

New companies/new divisions/relocations/expansions

■ U.K. research agency **BrainJuicer** has opened a new office in Australia, led by Ed Harrison as managing director.

■ Advertising agency **AKA NYC**, New York, has launched **Show & Tell Broadway**, a market research firm that provides insights to Broadway shows and art organizations. The firm uses online surveys, which draw on a proprietary in-house panel of over 12,000 theater, arts and culture lovers, in-person focus groups and other tools to help shows improve branding, advertising and marketing. Show & Tell Broadway is led by media research analysts Janette Roush and Sam Gates and analyzes things like brand perception, pricing and competition. It also tests consumer affinity for key art, copy and advertising and offers post-show sentiment analysis.

■ Arlington, Texas, research and analytical consulting firm **Decision Analyst Inc.** has launched a new company called **Symmetric** that allows research agencies and companies to acquire samples from Decision Analyst's consumer and business-to-business panels. The panels include the American

Consumer Opinion Worldwide panel, Physicians Advisory Council, Medical Advisory Board, Technology Advisory Board and the Contractor Advisory Board. Symmetric is online at www.symmetricsampling.com.

■ In Philadelphia, **Savitz Research Companies** has formed a new research organization, **SavitzConsulting LLC**, led by Founder and CEO Jeffry Savitz, that connects clients with marketing and marketing research consultants. Consultants can register for different positions and categories of products and services. Clients can then browse the consultants' resumes and hire them in any one of four ways: hourly, for a short term assignment, for a project or full-time. SavitzConsulting can be found online at www.savitzconsulting.com.

■ U.K. research consultancy **BrainJuicer Group PLC** has launched System1 - Feel More: Buy More, a creative agency based on BrainJuicer's behavioral science work. According to the announcement, System1 will quantitatively pre-test every piece of creative work prior to presenting ideas to clients, guaranteeing a minimum ROI against every idea. The agency will be run by Chief Executive Rod Connors and will also be supported by an advisory board made up of industry figures including: Richard Holmes, CMO of Specsavers; Peter Soer, Kellogg's CMO of Europe and EMEA; Adrian Holmes, creative partner, HHM; and Mark Earls, author and latterly chair of global planning council at Ogilvy Worldwide.

Research company earnings/ financial news

■ Audience measurement company **Verto Analytics**, New York, has announced a $16.1 million Series B funding round led by EQT Ventures. Series A leads, Conor Venture Partners and Open Ocean Capital, along with new investors Vision+ (Tero Ojanperä), Finnish Industry Investment and additional angel investors also participated in the Series B round, bringing the total capital raised to date to $23.9 million. Verto will use the new funds to scale its services globally within the digital media, mobile app and gaming, adtech and Internet sectors and expand its global operations. The firm has also appointed Ben Feder as chairman of the board and Henrik Landgren of EQT Ventures as a new board member.

■ **Amplitude**, a San Francisco-based user behavior analytics firm, has raised a $15 million Series B investment led by Battery Ventures with participation from existing investors Benchmark, Data Collective, Merus Capital and Quest Venture Partners. With funding from this round, Amplitude says it will hire talent, fuel product development of its analytics platform and expand sales and marketing. Neeraj Agrawal, general partner at Battery Ventures, will join the Amplitude board of directors. Amplitude has also unveiled Pathfinder, a new analytics tool that shows all of the different ways users navigate through a product, showing the best paths to increase conversion and retention.

CALENDAR OF EVENTS

••• can't-miss activities

L&E Research will hold a one-hour Webinar, titled 'The What, When, Why and How of Unobtrusive Observation,' on **August 19** at 12:15 p.m. CST. Visit info.leresearch.com/unobtrusive-observation-webinar.

IQPC will hold its 5th Annual Customer Insight and Analytics Summit on **August 22-24** in **Austin, Texas**. Visit bit.ly/1qk233M.

The Australian Market and Social Research Society will hold its National Conference on **September 8-9** at the Grand Hyatt in **Melbourne, Australia**. Visit www.amsrs.com.au.

The 2016 Pharma CI USA Conference and Exhibition will be held on **September 13-14** at the Hilton Parsippany Hotel in **Parsippany, N.J.** Visit usa.pharmaciconference.com.

The Strategy Institute will hold its Third Annual Digital Customer Experience Strategies Summit on **September 13-14** in **Chicago**. Visit www.digitalcustomerexp.com.

The Merlien Institute will hold its MRMW Europe conference on **September 14-15** at the Millennium Hotel Mayfair in **London**. Visit eu.mrmw.net.

Richmond Events will host The Market Insight Forum USA on **September 15** at the Harvard Club in **New York**. Visit us.marketinsightforum.com.

ESOMAR will hold its annual Congress on **September 18-21** in **New Orleans**. Visit www.esomar.org.

MRA will host the Corporate Researchers Conference on **September 26-28** at The Westin St. Francis San Francisco on Union Square in **San Francisco**. Visit www.marketingresearch.org.

Sawtooth Software will hold its Sawtooth Software Conference 2016 on **September 26-30** in **Park City, Utah**. Visit sawtoothsoftware.com/training/conferences.

Fuller Research Group will hold The Weird and Wonderful World of Field – Fieldwork Conference 2016 on **October 13** at the London Zoo in **London**. Visit thewwwf.com.

Worldwide Business Research will hold its Mobile Shopping Summit 2016 on **October 17-19** at the Renaissance Indian Wells Resort and Spa in **Indian Wells, Calif.** Visit mobileshopping.wbresearch.com.

IIR will hold The Market Research Event 2016 on **October 17-20** at the Boca Raton Resort and Club in **Boca Raton, Fla.** Visit www.iirusa.com/research/event-home.xml

NMSBA will hold its Shopper Brain Conference - Europe on **October 20-21** at Hotel Casa400 in **Amsterdam**. Visit www.shopperbrainconference.com/amsterdam.

PMRG will hold the 2016 PMRG Institute on **October 24-26** at the Crowne Plaza in **Cherry Hill, N.J.** Visit www.pmrg.org.

The Strategy Institute will hold its 2nd Annual People Analytics Summit Canada event on **October 25-26** in **Toronto**. Visit www.peopleanalyticscanada.com.

Research & Results will hold its annual conference on **October 26-27** at the MOC Convention Center in **Munich**. Visit www.research-results.com/home/index.html.

The American Statistical Association will hold its International Conference on Questionnaire Design, Development, Evaluation and Testing (QDET2) event on **November 9-13** at the Hyatt Regency Miami in **Miami**. Visit www.amstat.org.

ESOMAR will hold its Global Qualitative 2016 event on **November 13-15** in **Berlin**. Visit www.esomar.org.

The Strategy Institute will hold its 3rd Annual Digital Marketing for Financial Services Summit event on **November 15-16** at the Wyndham New Yorker Hotel in **New York**. Visit bit.ly/295Rh8l.

ESOMAR will hold its Big Data World conference on **November 15-17** in **Berlin**. Visit www.esomar.org.

IIR will hold its OmniShopper International event on **November 15-17** at the London Marriott West India Quay Hotel in **London**. Visit marketing.knect365.com/omnishopper-intl.

The Strategy Institute will hold its Fifth National Summit on Data Analytics for Healthcare event on **December 8-9** in **Toronto**. Visit www.healthdatasummit.com.

The MREF will be taking a vision trip to Haiti to visit The Joseph School and other schools on **January 12-15**. Visit mrgivesback.org.

QRCA will hold its 2017 QRCA Annual Conference on **January 18-20** at the JW Marriott Los Angeles L.A. LIVE in **Los Angeles**. Visit www.qrca.org.

The 2017 Pharma CI Europe Conference and Exhibition will be held on **February 21-22** at the Prague Marriott Hotel in **Prague**. Visit europe.pharmaciconference.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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10 minutes with...

Dave M.R. Mendelsohn
Senior Manager, Global Marketplace Insights, Amex Insights

"I enjoy the wide variety of responses seen across the different countries and the challenge of tying them to a cohesive set of findings that we can use in marketing efforts or initiatives while hopefully painting a larger, more global story."

Read the full interview at quirks.com/articles/2016/20160822.aspx.

What aspects do you enjoy most when conducting large, global studies?
Multi-part global projects appeal to me because of their intricacy and the art that's required in fitting so many moving pieces together, changing from what initially may seem like pure chaos to a clean, logical instrument. I enjoy the wide variety of responses seen across the different countries and the challenge of tying them to a cohesive set of findings that we can use in marketing efforts or initiatives while hopefully painting a larger, more global story.

Of all the market segments you research, is there one that is harder to get a handle on than others?
Since starting at Amex I've worked primarily with merchants, so the research I conduct is typically different than more straightforward consumer work. I often work with people running small businesses, or even giant businesses, and finding the right person to speak with can be a challenge. But some of the biggest challenges really come from working closely with our legal team. Much of the research I currently do is externally-facing, so it ends up being highly scrutinized out of necessity, often reflecting ad law and best marketing practices to ensure everything we deliver holds up statistically and without any room for ambiguity.

In your experience, what is the most effective way to present research results to internal business partners?
I'm a firm believer in the elevator pitch – everything down to a few pages, preferably even less. One of my mentors at Amex likes to say, "A presentation is about persuading, not informing. Informing can be done in an e-mail." And that's a message I take to heart whenever writing or reviewing a report. It's also something I try to hammer into the minds of my own students in the market research course I teach at St. John's University.

How has your role as an adjunct professor teaching market research affected the way you look at mentorship within the MR industry?
It keeps me fresh in research methods and has taught me to be as concise as possible when explaining the reasons behind the research we do and the decisions that are made going into it. This has helped greatly with interactions among my own business partners, who often do not have a research background but have their own areas of expertise.

Talk about a recent win for your team at Amex and what you learned from it.
Taking a multi-country project down from a 25-minute survey, running 20+ weeks start to finish, to a 15-minute survey running under 12 weeks from launch to reporting, while maintaining the same level of depth needed to make informed business decisions and meeting ever increasing time pressures.


SSI GETS MOBILE
It is estimated that by 2020
the number of global consumers
using smartphones will exceed...
6
BILLION
How will you reach them?
*Source: TechCrunch, 2015
Learn more at surveysampling.com