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For marketing research and insights professionals

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10 HERESIES IN MARKETING RESEARCH

PLUS Measuring how brand affects the purchase decision

Overcoming the challenges of cross-cultural research

Researching brands in the digital age

ADVERTISING SECTION

22 Top B2B Research Companies

Quirk's Marketing Research Review
November 2017
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••• events

Cutting-edge insights and learnings at the Quirk's Event

The Quirk's Event – held in Orange County, Calif., January 30-31, 2018, and Brooklyn, N.Y., February 27-28, 2018 – is a two-day event packed with sessions to give your team an edge, featuring real-world case studies as well as discussions on the hottest MR topics. Here at Quirk's we're always listening and looking for the issues important to today's marketing researchers. At the event you will find quality, relevant content presented by leading researchers from innovative client- and supplier-side companies.

Here are just a few of the companies that will be speaking at the events:

- J.P. Morgan
- The Clorox Company
- Hyundai
- IBM
- General Motors
- Swedish Match
- IKEA
- Progressive Insurance

THE QUIRK'S EVENT

ORANGE COUNTY, CA
January 30-31, 2018

BROOKLYN, NY
February 27-28, 2018

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// E-newsworthy

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ResearchIndustryVoices.com

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How MR can best address Spanish-speaking populations: Part 1
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Solutions
Integrated Research Solutions
Audience Insights Solutions
Interactive Data Solutions
Interactive Data Solutions
Integrated Research Solutions
Audience Insights Solutions
Audience Insights Solutions
Integrated Research Solutions
Interactive Data Solutions
MindField internet panels

••• health care research

A growing interest in fertility for Millennial women

Millennial women are thinking about their fertility and are embracing both information and technology around it, according to a survey conducted for New York-based women's health company Celmatix.

The survey, which included 3,000 college-educated women between the ages of 22-35 responding over a three-week period in December of 2016 who currently did not have children but were interested in having them one day, revealed that 87 percent of women surveyed think about their ability to have children one day and that the majority of these women, 74 percent, are concerned about their ability to do so.

With this concern comes a strong interest from Millennial women to better understand their reproductive health. Nearly 75 percent of all respondents had discussed or would like to discuss their fertility with their OB-GYN. Nearly all women surveyed, 97 percent, were interested in learning how genetics might impact their health, with 80 percent of women specifically interested in the role that genetics may play in their fertility.

Findings also showed how open this generation of women is to using advanced medical technologies to conceive. Nearly 70 percent of women would consider using IVF if it would increase their chances of having the number of children they desired, with only 16 percent unsure and needing more information on the treatment option. Another 63 percent of women said they would consider egg-freezing as an option to have children in the future, indicating a comfort among Millennials in taking actions to better control their fertility timelines.

quirks.com/articles/2017/20171101.aspx

••• cx research

Omnichannel hasn't reached customer service

Omnichannel should be a customer service strategy as much as a sales strategy but many retailers are creating a disconnect with consumers by overlooking the customer service aspect, according to a white paper (Why Today's Omni-Channel Strategies See a Disconnect Between Brands and Consumers) from Columbus, Ohio, software firm DeviceBits.

An online survey commissioned by DeviceBits revealed that 31.9 percent of retailers encourage calls to customer service agents and 18.8 percent encourage in-store visits for customer inquiries – an old-school approach to customer service. Yet a similar online survey presented to 2,250 consumers showed that 23.9 percent desire online materials and brochures to provide answers for customer inquiries.

Where else is the customer experience lacking in the omnichannel approach? Fifty-five percent of marketers collect customer data but aren't analyzing results to better predict customer needs; 16 percent of marketers said they aren't collecting any data at all on customer service inquiries; 31 percent of customers said they still get transferred two-to-three times per phone visit; and 48 percent of customers said they still need to input personal info at least twice per phone visit.

Trade Talk

By Joseph Rydholm, Quirk's Editor

More of your MR frustrations

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Joe Rydholm can be reached at joe@quirks.com

One of the open-ended questions in our 2017 survey of corporate researchers (the findings of which were compiled in our Q Report – https://goo.gl/EKqa7J) asked Quirk's readers to sound off on what was frustrating them these days as insights pros. Respondents cranked out 12,000 words in answer to this question alone and I wanted to share some of the responses we didn't have room for in the Q Report.

Though many topics were mentioned, themes emerged around DIY research and other specific tools and techniques. Any of these observations resonate with you?

DIY research

"Survey platforms have allowed untrained people inside a company to take over the market research function. They have been encouraged to do so by the survey platform companies, who say, 'With our tool you can do this all yourself' and thus do not need research consulting or trained internal staff. I'm a lone market researcher (25+ years) in a large corporation but see so many bad practices and poorly-done surveys around me. It sounds self-serving when I try to get others to listen to my advice and respect my experience. The platform vendor has convinced them that market research is simple and easy."

"Increasing lack of layman understanding of the research process, methods, cost, analysis and implications, leading to increasing DIY and/or low-cost solutions, often leading to poor data and, accordingly, low confidence in market research in general."

"Most frustrating is that good, solid, fundamental research has become a thing of the past and cheapened by anybody with access to a survey platform. Although I use Qualtrics and appreciate the benefits of DIY research, there are too many people out there conducting research with no understanding or appreciation of what they're doing."

Other tools/techniques

"Social media listening is a big area of frustration. Marketers feel it can be a substitute for custom quant research and it's not. We can't provide a full picture of social media chatter in a fast, effective and affordable way. There's also a lot of junk of social media and it takes too long to filter it all out."

"Google Analytics. You're looking at how people are forced to act, not how they want to act."

"Neuromarketing – extremely expensive; aggressive sales tactics; shiny new object that CMOs want without knowing pros and cons, yet no substantiation to claims that data are more predictive of consumer behavior than more traditional and cheaper methods."

"Text analytics – why oh why can't we have a simple solution that is designed for corporate researchers? And why is every platform subscription-based? Our budget does not allow for these types of investments."

"Qualitative research is highly misunderstood and undervalued. Qual is directional information, in my opinion; it is not data. There are no numbers. You cannot quantify it. However, if you understand those facts, qualitative research is RICH."

Adapt to the changing world

So, what do you do in the face of your own methodological questions or difficulties? Many of the comments expressed a willingness to fight the good fight and adapt to the changing world around them and combine the methods at hand in order to deliver insights to their internal clients.

"Well, nothing in particular [frustrates me] but as a passionate market researcher I find it very hard when skeptics say, 'People don't do what they say they do.' Which is why I have started using research and analytics as a combined tool."

"Over time I'm less willing to believe survey results from online panels, which is a terrible conclusion for a research leader to make. I've tried agile approaches and iterative qualitative and they are just not predictable substitutes for decision-making. The key is simply to do a lot of research on your industry/client/product so that you can tease out when something comes back that's abnormal."

quirks.com/articles/2017/20171102.aspx

ASK THE **EXPERT**

Expert answers to important research questions.

Adam Jones
Analytics Manager, B2B International
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914-761-1909

What's key to a successful B2B benchmarking program?

In the research design, ensure the sample sizes per survey are sufficient so differences aren't skewed by a large margin of error. In the analysis, recognize cultural differences. For example, emerging markets tend to rate much higher on the NPS, especially Mexico, Turkey, Brazil and Taiwan. Stick to comparisons within the same country or compare by region. Raise the bar by benchmarking against best-in-class B2B brands. Overtaking your direct competitors isn't enough as customers judge you against a broader range of companies.

For other best practices, visit www.b2binternational.com/benchmarking.

Laura Livers
Chief Executive Officer, Focus Pointe Global
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678-298-9230

How can I keep respondents from dropping out of our panel after a couple of months?

Participant engagement is a big topic in the industry right now. Designing research with the respondent experience in mind goes a long way in motivating panel members to continue to participate over time. Key to this is treating panelists with respect and making sure they understand the importance of their role in developing new brands and improving upon the brands they know and love. Being friendly in our communication, making it fun, offering fair compensation and avoiding long screeners with redundant questions will help with retention. And don't forget to thank them for their participation at every touchpoint.

Andrew Willard
Partner, W5 Insight
awillard@W5insight.com
www.W5insight.com

Qualitative
Quantitative
Strategy

How can I use survey research to understand key drivers for choosing a brand, product or service?

Conducting a survey among a robust base of consumers or business decision makers can easily produce a rank-ordered list of priorities. However, going beyond direct response (stated importance) to assessing underlying priorities (derived importance) can also be insightful. Examining stated and derived importance data together presents perspective into decision-making from multiple angles – highlighting all drivers that impact choice. Another method of understanding stated and derived priorities is through max-diff analysis, which provides a reliable prioritization of drivers through a trade-off exercise.

Have a question you'd like to have answered? Submit it to info@quirks.com.
Want your firm to be featured as an expert? Contact sales@quirks.com for more information. www.quirks.com/articles/2017/20171155.aspx.

IN FOCUS

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

Q // Survey Monitor

••• financial services research

Hard to build that nest egg

Down payment looms as biggest barrier to home ownership

A survey on the biggest perceived barriers to home ownership has found significant generational and regional differentiators when it comes to housing, including how much is being spent on rent, flexibility in budget and compromises for the ideal home location. While a majority of Americans agree that buying a home is a good financial decision, saving enough money for a down payment and the process of getting approved for a loan are the major financial barriers.

The survey of 2,018 Americans was conducted by Atomik Research on behalf of Unison Home Ownership Investors, a San Francisco provider of home ownership investments.

quirks.com/articles/2017/20171103.aspx

A recent New York Fed Household Debt and Credit Report shows total consumer debt in Q2 2017 increased by $114 billion to $12.84 trillion and student loan debt alone reached $1.3 trillion. Between skyrocketing rents, student loans and debt to pay off, many Americans have a hard time budgeting for a down payment. To understand changes in home purchasing behavior and industry perceptions, Unison's survey dove deep into the decision-making process to explore barriers of entry, impact on monthly financials and accessibility to additional funds.

Although the majority of Americans understand that owning a home is a sound investment and are willing to make sacrifices for the ideal place, they are not ready to follow through with a purchase. Part of this is a result of not fully understanding the financial benefits or trusting the credibility of information available.

While a majority of respondents (77 percent) agree that buying a home is a good financial decision, 15 percent admit they are not comfortable when it comes to understanding the implications that purchasing a home has on personal finances.

Over half (63 percent) agree to some extent that home ownership can reduce the stress and anxiety associated with rentals and moving and improve mental health. Fifty-four percent agree to some extent that a home mortgage is often less expensive than renting, which can improve family health by freeing up money for healthier food and doctor appointments. Nearly half of respondents (46 percent) would accept a financial strain if it meant living in a neighborhood with high-quality schools and was close to good job opportunities.

When receiving information on buying a home, 54 percent would trust the credibility of their local realtor/real estate agent; 43 percent would trust their family and friends or their bank and only 12 percent would trust their local newspaper.

Once the value of home ownership is understood, other financial factors are stopping prospective buyers from moving forward. From rising property prices to not being able to save enough money for a down payment, people would rather avoid the hassle. Also, there's a disconnect between what the respondents felt was required of a down payment for a mortgage, versus what is considered reasonable.

Saving for a down payment is the

branded

Socially validated insights

Branded directly targets and recruits from over 3 billion users on social networks globally, tapping into unique and precise consumer and business insights biggest financial barrier for 41 percent of those looking to become home owners; 30 percent find it a headache to get approved for a loan. Fifty-six percent of respondents believe that low wages and debt make it hard to save money in their area.

However, the high prices of rental homes and apartments are also becoming a major concern for 57 percent of respondents, followed closely by cost to buy or own a home in their area (53 percent). In fact, 66 percent of those surveyed admit paying between $500 and $2,000 per month for rent or mortgage. And more than half (55 percent) admit this to be a strain on their monthly budget.

While three in 10 would expect their bank to require a 10 percent down payment for a mortgage, 24 percent felt a 5 percent down payment would be a more reasonable amount.

The survey found that Millennials, compared to Baby Boomers and Gen Xers, are also far less likely to take the plunge. In addition, in major metro cities where housing is expensive, people are more likely to spend outside of their budgets to purchase a home. Millennials (56 percent) are more likely to be concerned about the cost to buy or own a home than Baby Boomers (47 percent). Fifty-six percent of Millennials reported that they felt "very comfortable" or "somewhat comfortable" understanding the financial options available for purchasing a home.

Millennials (38 percent) are less likely than Gen X (51 percent) and Baby Boomers (55 percent) to agree that home ownership allows for deductions on federal, state and local income taxes. At 65 percent, they are more likely than Gen X (59 percent) and Baby Boomers (51 percent) to view mortgages as an opportunity to own a home by the time they retire. And Millennials (32 percent) are far less likely to own their home compared to Gen X (52 percent) and Baby Boomers (65 percent). Nearly 60 percent of Millennials report rent and mortgage payments as a strain on their budget each month, compared to 58 percent and 43 percent for Gen X and Baby Boomers, respectively.

In cities where housing is most expensive (New York City and San Francisco), respondents were most willing to spend outside their budget if the neighborhood had better schools and job opportunities. Portland, Ore., (35 percent) and Hartford, Conn., (36 percent) were least likely.

Los Angeles had the highest percentage of participants paying over $2,000 per month for rent or mortgage (27 percent), compared to the average of 7 percent. Nearly a third (32 percent) of respondents in San Francisco expect they would need to put down 20 percent for a new home mortgage.

The online survey was conducted with a sample of 2,018 general-population respondents in the United States and in accordance with MRA guidelines and regulations. It was fielded between August 7 and 11, 2017. Of the survey participants, 100 respondents were in each of the following cities: Baltimore; Boston; Chicago; Hartford/New Haven, Conn.; Los Angeles; New York; Norfolk-Portsmouth-Newport News, Va.; Philadelphia, Phoenix; Portland, Ore.; San Francisco; and Seattle. Atomik Research is an independent agency that employs MRA certified researchers and adheres to MRA code.

••• shopper insights

Where does digital engage best?

Valassis study examines the role of place

Recent research from Livonia, Mich., media delivery firm Valassis examined the influence of digital advertising on purchase decisions. The findings from Motivating the Dynamic Shopper: Purchase Decisions In-Progress, focus on five key moments in the consumer purchase journey – thinking, wanting, watching, acting and shopping – and examine the sometimes-hidden impact of advertising at each stage.

The research analyzes how digital ads best engage and then motivate Millennials, Gen X, Baby Boomers and parents to take action. According to this data, nearly 55 percent of shoppers surveyed notice relevant digital ads but don't click, respond or buy immediately. This is especially true for parents (66 percent), Millennials (62 percent) and Gen X (60 percent).

So, what motivates these shoppers to move along the path to purchase? Coupons (39 percent) and discounts (32 percent) are the top two triggers influencing consumers to respond to a digital ad along with seeing a product ad in both print and online – 24 percent of consumers are more likely to respond when seeing an ad in both mediums, increasing to 50 percent for parents and 47 percent for Millennials.

Marketers should also consider consumer location and device preference to ignite action. Today's dynamic shopper is constantly on the move, yet "home" is the top place where they pay attention to digital ads.

Research reveals:

• Desktops and laptops rank first among devices on which all three aforementioned generations are most likely to notice or act on a digital ad at home.

• Millennials, however, notice or act upon ads similarly across all digital devices while at home, with only a four-to-five percentage-point difference in attention paid to ads on desktops versus tablets and mobile phones.

• At work, digital ads are noticed on desktop or laptop by: 27 percent of Millennials; 26 percent of parents; and 11 percent overall.

The device on which shoppers are most likely to notice and respond to digital ads depends on the product featured and the target audience. For department/discount store ads, 36 percent of Millennials prefer their smartphone while 41 percent of Boomers are most likely to notice these ads on their desktop/laptop. In contrast, furniture is one category where Millennials notice ads more on the desktop/laptop, surpassing the smartphone for response.

••• health care research

Getting doctors back in the driver's seat

Report finds care management decisions shifting back to docs

The revolution that has yet to materialize: value-based care was expected to take off everywhere but progress has slowed and in some cases plateaued over the last two years as physicians increasingly push for evidence that this change is worth the required effort and will improve clinical outcomes. Without it, they see little reason to alter the status quo.

In its third Front Line of Healthcare report, Bain & Company, together with Research Now Group, found that bringing physicians back into the decision-making process helps create greater momentum for change and physicians are eager to assume a more hands-on role in identifying a health care model that will help them balance costs and patient care.

After years of experimentation, physicians have become more cautious about adopting new structures and are particularly hesitant to embrace new systems when the clinical implications and the return on investment are unproven and the administrative burden significant. Based on survey results from nearly 1,000 U.S. physicians across eight specialties, 100 finance officers and 100 procurement officers, Bain found that more than 60 percent of doctors believe it will be more difficult to deliver high-quality care in the next two years as they struggle to cope with complex regulations, an increasing administrative burden and frustration with electronic medical records.

Following five years of rapid experimentation and change, these disruptive transitions have slowed the health care industry's ability to curb spiraling costs and improve care. In response, all sectors of the industry are rethinking their strategies to address these challenges, often resulting in a significantly altered and challenging environment that can inhibit physicians' ability to care for and treat patients.

Bain's research reveals that more than 70 percent of physicians prefer fee-for-service payment versus value-based care payment models, even though they recognize the former is more expensive. This preference demonstrates that financial logic alone is not enough to foster physician support. Physicians are unwilling to change until it is clear that these models deliver the same or better clinical outcomes.

Health care organizations on the forefront of change are bridging this gap, taking steps to re-empower physicians by recognizing the critical role they play in managing costs and gaining their buy-in to support the move to a value-based model. These organizations have realized that empowerment creates a virtuous circle: Physicians engaged in decision-making are more likely to promote their organizations and to be aligned with their missions, likely leading to better care and outcomes.

Medtech procurement is the best example of this alignment. The move to re-empower physicians in the procurement process reverses a 10-year trend that had shifted decision-making away from doctors and toward procurement professionals who chose products mainly on the basis of price, rather than patient outcomes, often putting the two groups at odds. Now, more than 80 percent of practices said surgeons and procurement make decisions jointly, weighing clinical and economic value together. Further, 85 percent of surgeons now agree that procurement has a neutral or positive impact on cost and quality. While product quality and patient outcomes continue to rank as the top criteria in purchasing decisions, the most successful companies demonstrate economic value as well: a full 70 percent of surgeons surveyed believe "best value for price paid" is important – a significant increase from two years ago. In this environment, medtech companies can improve on their competitive standing by building category leadership positions in a crowded field and offering value-added services.

In contrast, nonsurgical physicians continue to feel their behavior is constrained by payer and other restrictions, most acutely in prescribing drugs: only 19 percent believe they can rely on pharmacy benefit managers (PBMs) to improve costs and quality of care. Yet, more than half of the doctors surveyed – including nearly 80 percent of cardiologists and primary care physicians – say they feel an increased responsibility to help control pharmaceutical prices, particularly their patients' out-of-pocket costs. Physicians suggest the most effective approaches to lowering drug prices would be to improve price transparency and facilitate increased competition among pharma manufacturers.

"Doctors are steeped in a field that requires lifelong learning, so of course they are wary of new, unproven approaches," says Josh Weisbrod, a leader in Bain's Healthcare Practice and one of the report's authors. "In the push to infuse more protocols into health care and make it value-based, the industry should not underestimate the importance of helping physicians combat their skepticism so they can take a more a more active role in shaping and leading change."

••• financial services

Investing in the frontline

Employee engagement critical to fixing financial industry

The financial services industry is experiencing a stronger need to prioritize its focus on workplace culture to better attract and retain talent, according to a survey commissioned by Kronos Incorporated and conducted by Future Workplace.

The survey found that 62 percent of financial services employees working in banking, insurance and asset management feel that the 2008 financial crisis still impacts how they view the industry, with many desiring more transparency from senior management. Nearly 75 percent of employees also believe that the financial services industry can continue to recover strongly and a fourth say it could do so by giving more charitable donations and offering employees time to volunteer.

The survey's primary focus is on what the financial services industry can do to attract, engage and retain employees in the current hyper-competitive environment. In this national survey of more than 800 financial services employees, flexibility, philanthropy, meaningful work, transparency and innovation emerge as the defining issues that matter most to this multi-generational workforce.

When it comes to what makes an attractive employer, good pay and benefits matter but so do flexibility and philanthropy: 69 percent of employees say competitive wages matter most; 68 percent say a good benefits package; 52 percent say flexible work arrangements; and 51 percent say opportunities for career advancement.

Seventy-six percent of employees say they are driven by more than just money when they seek a new job and 73 percent say they need to see what a company stands for before joining. In addition, 52 percent of employees say they need their company to have a strong philanthropic mission.

When it comes to what they have given up to work in the financial services industry, the top answers were work-life balance (36 percent) and flexibility (23 percent). Millennials and members of Gen Z were especially sensitive to this loss with 70 percent feeling as though they had given up flexibility (as opposed to only 12 percent of Baby Boomers) and 83 percent feeling as though they had given up work-life balance (as opposed to 29 percent of Baby Boomers).

When asked how their managers could best support them, flexibility again emerged as a front-runner with 42 percent of employees saying that giving them more flexibility would be the most effective means of support. Additional ways that managers could provide support to employees included investing in learning and development (41 percent); helping employees achieve their personal goals (39 percent); being challenged (30 percent); giving more frequent feedback (30 percent); and mentoring (29 percent). In every category, Millennials and members of Gen Z found these strategies to be more effective than their Gen X and Baby Boomer counterparts.

When asked how they thought their company could better engage them in their work, 45 percent of employees say they wanted to be shown that their work made a difference, 39 percent say lessening office politics would help; and another 39 percent say that removing bureaucracy would be an effective tactic.

In addition, 36 percent say that supporting their personal and professional goals would help and 19 percent say removing silos would heighten engagement.

When asked what their employer could do to attract and retain talent, 54 percent of employees say that companies should reward people more than once a year with a bonus; 47 percent say the company should recognize people more often; 38 percent say that the company should provide ongoing coaching and development; and 29 percent say their companies should provide more training for managers. Employees also felt that time off for professional development (28 percent) and volunteering (20 percent) would help attract and retain great talent.

In terms of who impacts an employee's engagement the most, 29 percent of employees say their manager had the biggest effect while 26 percent say it was their colleagues; 22 percent say it was executive management; 15 percent say it was the CEO; and six percent say that HR was the biggest influencer.

Seventy-nine percent of financial services employees say that working for an innovative company is important to them. While 75 percent of employees say they view their companies as being innovative, many still see ways for their company to improve including allowing for the free flow of ideas (53 percent); having a budget for investing in ideas (37 percent); holding idea competitions (35 percent); and hiring entrepreneurial employees (31 percent).

Employees felt that the financial services industry could become more transparent by encouraging straight communication (49 percent); eliminating layers of titles (33 percent); hiring and engaging transparent employees (30 percent), creating a feedback forum (28 percent); and promoting the use of social media (20 percent). Perhaps unsurprisingly, Millennials and members of Gen Z were the biggest believers in promoting social media use (54 percent) while only six percent of Baby Boomers felt this would be an effective strategy.

Seventy-two percent of employees say that women's leadership development is important and 57 percent say their organization currently had a female leadership development program in place.

Overall, 66 percent of financial services employees say they have sometimes suffered from workplace burnout. Women seemed to feel the burn more with 74 percent saying they had been burned-out as opposed to 59 percent of men. When it came to the reasons for burning out, unreasonable workload (32 percent); unreasonable performance expectations (26 percent); not being fairly compensated for work (24 percent); poor management (24 percent); and a negative workplace culture (22 percent) were the leading culprits.

Financial services remains a strong career choice but not as much for younger employees. Sixty-eight percent of financial employees are interested in remaining in the industry, with more than 25 percent stating that they are more interested in working in the technology industry. This is especially true for Gen Z and Millennial employees (39 percent) compared to Baby Boomers (22 percent).

Research findings are based on a survey conducted by Morar Consulting fielded across the U.S. between March 27-April 4, 2017. For this survey, 806 finance professionals were asked about their views on working in the finance sector. The study targeted finance professionals from C-level executives to employees across different age brackets and industry sectors. Respondents are recruited through a number of different mechanisms, via different sources to join the panels and participate in market research surveys. All panelists have passed a double opt-in process and complete on average 300 profiling data points prior to taking part in surveys. Respondents are invited to take part via e-mail and are provided with a small monetary incentive for doing so. Results of any sample are subject to sampling variation.

IN FOCUS

Product and Service Update

••• DIY research

SSI launches suite of self-service tools

Includes Survey Builder, diagnostic tool, more

Shelton, Conn., researcher SSI has launched the SSI Suite, which features tools including: SSI Survey Builder, a free survey authoring tool that lets users create online or mobile surveys; SSI Self Serve Sample, which works with Survey Builder and other survey platforms to provide integration with SSI's online and mobile sample, providing access to a range of target audiences; SSI Survey Score, a free survey diagnostic tool that tests questionnaires before they go into the field to detect problems that may affect survey outcome and success; and SSI Sample API, an automated application program interface that provides control and access to SSI sample audiences using a company's existing in-house systems.
www.surveysampling.com

quirks.com/articles/2017/20171104.aspx

••• health care research

Borderless Access offering proprietary specialist physicians panels

U.S., U.K., Canada, India

India-based research company Borderless Access has launched HealthSight, a solution for health care research that provides access to proprietary specialist physicians panels. Hosted on HealthSight, the new panels are for developed health care markets such as the U.S., U.K. and Canada along with growing health care hubs in countries like India. The HCP panels focus on general and lifestyle disease practice, orphan disease practice and ancillary health care services. The solution enables global customers to check and test the feasibility of market research sampling designs, allowing them to optimize their sampling and reduce project costs.
www.borderlessaccess.com

••• online qualitative

Digsite debuts SmartReporting for online qual

Applies natural language processing, automation

Madison, Wis., insights community platform Digsite has launched SmartReporting, a solution that applies natural language processing and automation to online qualitative research. The platform uses automated recruiting to target consumers and invite them to join a private online community. It then automates components of the research process to provide results in as little as 24 hours. Users gain insights on customer experiences, new product concepts, brand positioning and more and can customize and pull reports. Two Digsite features, QuickTags and AutoPinning, work within the platform to earmark the most relevant keywords and quotes appearing in the research. In addition, users can see key quotes, images and videos on their My Pins wall and can customize the results and share them in an online backroom for team discussion.
www.digsite.com

••• media research

New quarterly media study from Simmons

Examines cord-cutting, views on fake news

Simmons Research, New York, has launched its Enhanced Media Measurement Study, which provides marketers with insights into modern media consumption and consumer behavior in the United States. Updated quarterly, the study will provide insights that include: streaming by content provider and device usage; consumer segments by topics such as cord-cutting, streaming vs live, etc.; trustworthiness of news sources and fake news; attitudes about advertising on VOD and streaming media services; mind-sets of streaming media users, non-users and motives for their behavior; reasons for subscribing (and unsubscribing) to cable and satellite services; and drivers and attitudes of binge-watchers.
www.simmonsresearch.com

••• Briefly

■ Nashville, Tenn., researcher Consensus Point has launched Huunu Prediction Markets, an automated prediction markets tool, on ZappiStore's

online research platform. Huunu Prediction Markets uses a validated prediction algorithm to capture the collective judgment of a target audience to predict future trends and market preferences. The tool is live now in the U.K. and U.S. and will be launching in 12 other countries by the end of 2017.
www.consensuspoint.com
www.zappistore.com

■ New York-based technology company 7Park Data has launched Streaming Audience Intelligence, an enhancement to its streaming product that enables segmentation of streaming video viewers by what they watch and the creation of custom audiences based on demographics, region and more.
www.7parkdata.com

■ Milwaukee research firm The Dieringer Research Group has published a new e-book, *Be a Product Trailblazer: The Path to Brand Longevity*, available for free on the firm's Web site.
thedrg.com

■ Shelton, Conn., researcher SSI, in partnership with the DMA Institute, has introduced its Campaign Optimizer, which validates and measures ad viewability and provides connection with panel member consumers about their recall, enabling follow-up actions like store visitation or product purchases to quantify behaviors and results and redirect campaign investments based on consumer feedback.
www.surveysampling.com

■ Warren, N.J., researcher Lightspeed has introduced its mobile engagement app, LifePoints, in the U.K. and Australia. Initially launched across the U.S. in June, LifePoints will continue to roll out in additional markets through 2017 and 2018.
www.lightspeedresearch.com

■ Connecticut-based insights consultancy Vertigo Partners has launched Shattered Glass, a platform for streaming face-to-face conversations that provides live-streaming of in-person studies.
vertigopartners.com

■ Chicago-based researcher IRI has launched IRI Illness Tracking, a solution that pinpoints consumers who suffer from cough, cold, influenza and allergy symptoms throughout the year, helping over-the-counter product marketers and retailers to grow sales during the flu season through better planning and activation programs.
www.iriworldwide.com

■ Seattle-based online sample company Research For Good has reported that its do-it-yourself sample buying portal, The Sampling Place, is out of beta. The platform includes an updated design with a user-friendly interface, improved search and project management features, a customizable home page and more.
www.researchforgood.com

■ Great Neck, N.Y., research company Lieberman Inc. has launched an updated, redesigned Web site, www.liebermanresearch.com. The site highlights its new proprietary qualitative software, Sensor, where respondents participate via self-designed avatars in a virtual setting.
www.liebermanresearch.com

■ Chicago-based researcher IRI has added the IRI E-POS Measurement Solution to its E-Commerce Solutions Suite. The solution provides clients with a granular look into categories, brands, individual items and weekly level data on e-commerce purchases based on point-of-sale data from individual retailers.
www.iriworldwide.com

■ Reston, Va., firm comScore has extended access to its free viewability measurement solution globally. ComScore Viewability is a self-service solution that continuously measures digital campaigns within and across publishers and ad networks through an interface that reports baseline display and video viewability metrics.
www.comscore.com

■ Hong Kong-based start-up Datum is working on a system to allow anyone with a mobile phone to safely and securely share their data. Users will be paid by a blockchain distributed model in the form of a token, named DAT. DAT tokens will be exchangeable for hard currency or cashed out for gift vouchers from companies such as Amazon, Alibaba and others.
datum.network

In B2B, you can't always have quant with your qual

| By Sean Campbell

snapshot

Sean Campbell offers strategies for dealing with B2B's small sample sizes.

In an ideal world, all B2B research would result in a tidy heap of statistics, graphs and charts, all pointing to a clear course of action. Company leaders would glimpse the dramatic numbers and approve strategy adjustments right away.

But as we know, fantasy is rarely reality.

This holds true with B2B research. Many B2B tech companies would love to commission sweeping surveys that yield conclusive insights about the market. Unfortunately, given that B2B tech is a rather niche field, it is often extremely difficult to get an appropriate sample for mathematically responsible conclusions.

Let's walk through some of the unique challenges of conducting quantitative research for B2B tech.

Market research for B2B companies is very different from B2C. B2B deals are more complex. A CEB study found that an average of 5.4 buyers had to formally approve each B2B purchase, whereas with B2C, there are usually far fewer buyers involved. Conventional wisdom says that about five people are necessary to make a wise B2B purchase, as it's usually a significant spend for the business. Hence, there is much more wooing involved to push through a B2B sale than a B2C one. Often, months or even years are spent cultivating relationships before that big B2B buy.

Small B2B target markets make for poor survey samples. In many cases, B2B companies target much narrower markets than B2C companies do. A bottle of ketchup can be marketed and sold all over the world, whereas B2B solutions, from our experience, may have a total addressable market of 10,000 or 100,000 companies or less. This is a huge difference from a B2C product that could legitimately be sold to any U.S. consumer who might walk into a grocery store.

quirks.com/articles/2017/20171105.aspx

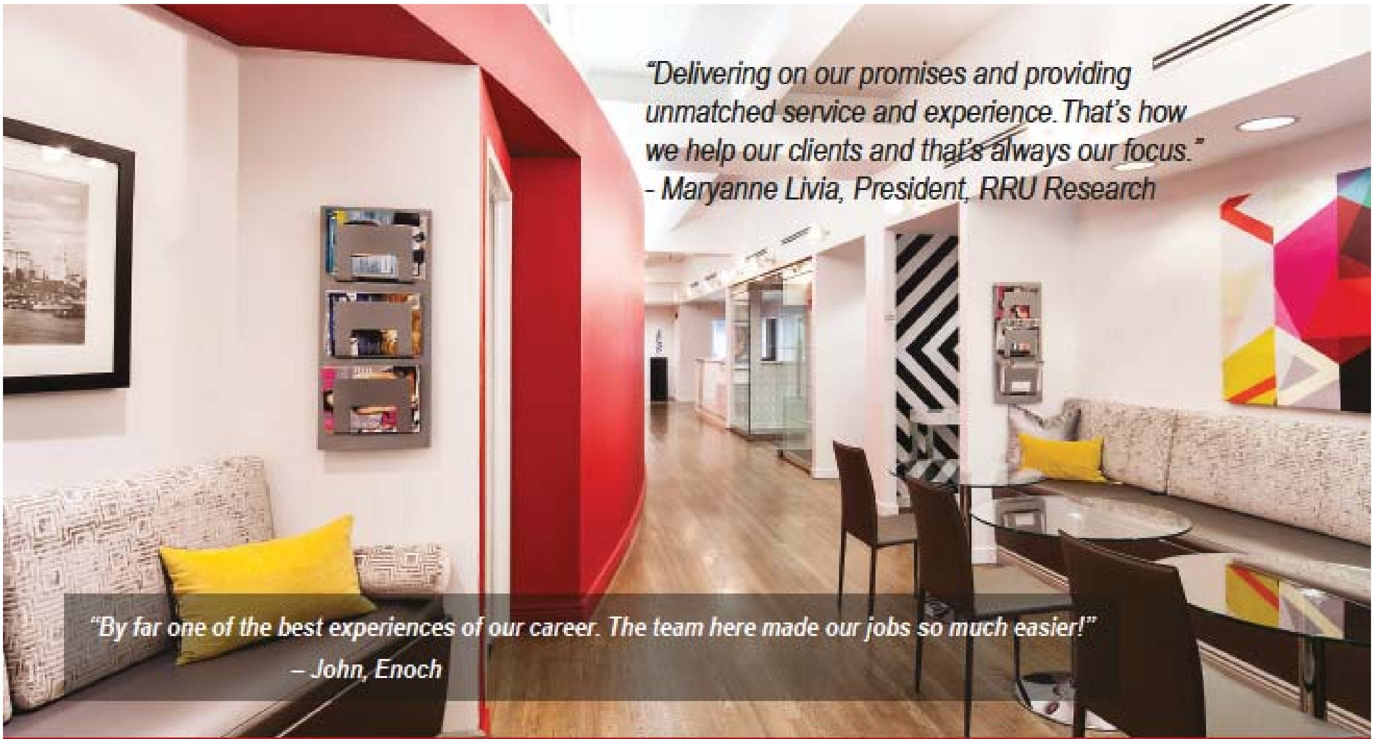
Smaller target markets are one of the main reasons why quantitative studies aren't always the best approach for understanding B2B business problems. To prove this out, let's just consider the math. Say your client gives you a list of 5,000 people they'd like to hear from. According to one sample calculator, you'd need 537 responses for a confidence level of 95 percent and a margin of error of 4 percent. Response rates being what they are, you're not likely to achieve that number.

B2B experts know to anticipate low responses. For instance, B2B marketing platform Kapost wrote of a survey effort, "First, we were ashamed of our response rate. I'm talking a tail-between-the-legs, oh-goodness-that's-bad kind of reaction. But after speaking with others in our industry, we now know that 1.1-to-2.6 percent is actually quite good."

Sure, your response rate could be higher than that but it would have to be MUCH higher to get an appropriate sample.

So, back to our example. Let's say you get a 2.7 percent response rate. That means you only get to talk to 135 of the target 537 people from the initial 5,000-person list. It gets worse. Even if you got a 10 percent response rate, you'd still only get to talk to 500 people. Unfortunately, that's still shy of a reasonable sample for the study.

Surveys are limited tools for understand-



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– Claire from Cornelia Street Paris

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– Dana I., Viewpoint Creative

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ing the B2B buyer's journey. Typically, B2B stakeholders have a lot of questions about the buyers who filled out their surveys. However, they may not realize that surveys aren't always the best way to understand the B2B buyer's journey.

Remember, the average B2B sale involves about five buyers. To understand how they reached the decision to purchase, you'd have to hear from each of those five buyers and learn their role in that choice.

Back to our example. Let's say you get a 2.7 percent response rate on your 5,000-person sample. That means you have 135 responses. Then, say that responses are somehow magically divided equally into five uniform roles in the purchase decision. That means you have roughly 27 responses from each persona. That's just too small a number for solid analysis.

Use quantitative surveys effectively

There are some ways to use quantitative surveys effectively in B2B. They're not without compromise though.

Up the sample size. First, you could get a larger sample and then generate a larger number of responses. Frankly, this isn't always possible. Perhaps the individuals the study targets are in an extremely niche market. Or the research focuses on a certain country where the solution in question isn't well known. There are a million reasons why it could be difficult to get an appropriately-sized sample for a decent quantitative study.

Ask the client to give you a list of people to survey. While this option could take some of the legwork off market research firms, there is an inherent challenge. Any list a client provides is likely to be biased, especially if it's based on a mix of marketing and sales leads. These leads are already predisposed to consider or buy a solution from the client. These folks alone won't give an accurate portrayal of the client's position in the marketplace. For that, you'd have to also hear from competitor customers and customers that decided not to buy at all.

Concentrate on getting more responses. You could also put a ton of effort into initial and follow-up outreach to survey respondents to increase the response rate. While these efforts may get you more responses from a small list of targets, it doesn't change the fact that the list was small to begin with.

Improve the quality of your sample. Take a page from qualitative research. Accept the fact that you're not going to get more responses and get to know more about who responded to the survey. This doesn't allow you to project your findings across a broad population in every way you might like to but you can have more confidence in your findings.

Stop hitting divide. Finally, you might have to limit your quant goals. For example, for those 5,000 targets in our example, if you adjust the acceptable margin of error to 5 percent, you only need 357 responses. You also might have to stop hitting divide on your calculator. Say a stakeholder wants to project the research findings onto the U.K., France, Germany, Russia and the U.S. If you don't have enough responses to meaningfully do that, don't try. Seriously, don't try to take 357 responses from 10 different countries and make projections for each individual country. That's just bad math.

Also, you may have to limit the level of analysis you do on a persona, title or industry basis. For example, if you're doing research on key buying criteria, you might be able to figure out how an organization buys and who's part of a typical buying committee. But you won't be able to drill down into how each individual buyer buys or is influenced.

Don't ship an illusion. Make every effort to avoid presenting faulty data as a firm conclusion. If the sample for your survey can't provide an accurate representation of the populations you're trying to study, you may have to make the tough choice to ditch quant altogether. Otherwise, you'll be making a bunch of bad decisions on flawed statistics.

Can't be argued with

Ditching quant can be challenging to propose because senior stakeholders often want information that they know can't be argued with. They want insights that come with lots of numbers, graphs and charts. However, you're not helping that senior stakeholder if you design a survey that can't possibly get a sufficient number of responses for good analysis. That's worse than not giving them quant in the first place. Luckily, ditching quant doesn't mean you can't study the problem. Perhaps you just need to use a qualitative method instead.

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Wrong symptoms, wrong cures

10 heresies in marketing research

| By C. Frederic John

snapshot

As part of a wider discussion on the current state of MR, the author argues for a refocusing on the outcomes of research rather than its processes.

quirks.com/articles/2017/20171106.aspx

Heresies are not just opinions or beliefs that contradict the current prevailing perception of reality. They are also seen as highly pernicious, false perspectives whose very existence threatens the consensus necessary to maintain public order. No surprise then that heresies are generally forcefully rejected and those promoting or even holding such beliefs (heretics) are often persecuted.

Of course any field of endeavor, whether religion, science, medicine or profession, etc., will have, at any given time, a generally accepted perspective on its sphere of activity and how it relates to the rest of the world. The key question is how open that view is to constant examination vs. how rigid and resistant to countervailing opinions.

Our profession seems to have adopted a somewhat schizophrenic approach on this question. On the one hand, we have over the past two decades (at least) thrown ourselves open to innovation and self-criticism, adopting new methods while decrying our declining influence with urgent calls to reinvent ourselves or face extinction. But these reactions have often been uttered in singular lockstep. Each innovation in data collection or generation, analysis or method is hailed as the killer app that will free us from the shifting landscape upon which we find ourselves. Every challenge is met with a solution that we assure ourselves will have the same effect.

In many cases, these solutions demand we shed our past completely and embrace a brave new world. Those who demur, or who take a broader perspective, are seen as relics of the past or even dangerous resisters likely to hold us back from achieving that final transformation that will at last grant us that longed-for seat at the table. And yet, even those most open to transforming themselves into anything-but-researchers have not succeeded in achieving these ends.

I have long found myself in the camp of the heretics. I believe we have been far too willing to give up the substantive things that provide our legitimacy while hanging on to the more superficial aspects. We have

been too eager to emulate others rather than seeking to grow ourselves organically into our next incarnation; seeking salvation in semantics and role-playing rather than heavy lifting. And we have been too reactive, too threatened, too insecure to assert our proper role in the corporate and social environments in which we exist.

Too often, I fear, we have misdiagnosed our own malady and focused on the wrong symptoms, leading to the wrong cures. We do need to face ourselves and our roles objectively but perhaps not as we have done in the past. And we need to find our solutions within our own strengths, not those of our competitors.

In the face of these challenges, I have come up with my own list of 10 heresies that try to reframe our situation somewhat differently, as well as offering radically alternative solutions. These are organized in pairs – a problem with a solution – much like the travelers on Noah's Ark. Given the rising flood of big data and other challenges, this seems to be an appropriate approach. And who knows – maybe it will be the heresies that ultimately lead us back to dry land.

1. We are boring! Let's not kid ourselves. There is a reason clients skim most of our proposals and demand the shortest executive summaries to our reports, why responsibility for liaising with research personnel is delegated as far down as possible and why senior executives skip our presentations or skip out – physically or mentally – at the earliest possible opportunity.

Our deliverables are respectable but dull, too eager to prove a point with a mountain of numbers or observations. Even our insights, conclusions and recommendations tend to be delivered in the same, matter-of-fact, unemotional tone that evokes yawns. We believe the brilliance of our methods, findings and interpretations generates its own excitement. It doesn't.

2. We need to be showmen/women! We must assume this aspect in every communication we make, from credential decks and initial proposals to final reports and presentations. Despite our deepest fears, we do not shed our professional credibility to do this. But we do need to engage our audiences fully and that means we must entertain and as well as inform and persuade. We must express emotions, even while maintaining objectivity. We must not appear neutral but demonstrate clearly that we care about the client's success. This demands a writing style that talks to people rather than assuming a tone of mechanical detachment.

Live presentations are our best opportunities to display the richness of what we've learned as well as our ability to guide decision-making. Forget the deck! You are the presentation; the deck is just a prop. Show the fewest pages of findings with the fewest findings possible. Focus on the insights and conclusions that emerge and the implications for the company and its business. Give the greatest weight to your recommendations.

Humanize your presentation persona, engage the audience with candor, wit and false humility. Ask them questions. Embrace storytelling techniques. And don't give away the store at the beginning but continue to manipulate expectation throughout the show.

3. The subject of a proposal is the client not the proposer. This is a basic rule that most suppliers just don't understand. I've read far too many proposals that provide a perfunctory recitation of the background and objectives offered by the client in its RFP and then launch into pages and pages singing their own praises, usually in boilerplate. This often includes long lists of capabilities, countries where offices are located or in which they operate, lists of prior clients and testimonials and maybe even a few case studies.

Little thought is given to how relevant any of this is to the immediate needs of the client, who may only be interested in one type of exercise conducted in a single country. The actual proposal often just parrots what is found in the RFP, with costs and timeline. If one of the supplier's proprietary methods can be applied, that is usually cited as the solution regardless of how good a fit it may be for the specific situation at hand.

This approach is totally backwards. The proposal should deal primarily with the needs of the client, their immediate and longer-term objectives and how these can best be addressed by the supplier. The only credentials given should be those that relate to the specific assignment at hand. Anything else should be consigned to the appendix and kept as succinct as possible.

4. The proposal process is a means to initiate an ongoing dialogue. Making the client the subject of a proposal usually demands a lot more information than is provided in the RFP. These relate to knowing a good deal more about the background of an assignment, what the full objectives really are and, most critically, what decisions are likely to be made based on the research. Suppliers should seek this information as forcefully as possible; in-house researchers should encourage such discussions on a one-on-one basis, over the phone or in-person if possible. Without this type of knowledge, how can the supplier possibly offer the best design or create the strategic framework they need to deliver?

This raises the other issue of how best to meet the stated objectives. Many RFPs provide a fixed framework that allows an apples-to-apples comparison in terms of cost but assumes the client has already determined the best method for meeting these objectives. Often, it hasn't. Suppliers should be encouraged to come up with alternative approaches that may ultimately provide more valuable or usable information or be better-suited for developing a strategy.

In addition, suppliers should take the initiative to learn as much about the client company, its category and current situation as possible from secondary sources and weave these into the proposal. The purpose here is not to prove how smart you are or to tell the client something about their own business they don't already know far better than you do. Rather, it's to provide a larger context that substantiates your specific solution, which is not just a method that leads to new information but a strategy that fits into their real-world situation.

5. Projectability still matters. Difficulties in generating random samples combined with the shining baubles of panels, social media data and endless analytics have led many to conclude that worrying about projectability is a waste of time. Nothing could be further from the truth! In most cases, our clients are ultimately interested in the market as a whole. That's the world where they live or die. Less-rigorous approaches can provide insights and useful information and may even lead to innovations. But how any of these relate to the real marketplace remains the *sine qua non*.

This is particularly crucial when considering motivation. Individual respondents or subjects can be very articulate about why they do something but how typical are they, really? This also relates to anything we offer in a deliverable – how does this information/insight/conclusion relate to reality? And will acting on this information, etc., truly have the impact we expect?

6. Sampling is the best answer. We have largely given up on sampling, a dying art of fading traditionalists. And no doubt, our customary methods have grown increasingly irrelevant. But I believe we need to devote immense energy to finding new, innovative ways of generating representative samples in all the quantitative work we do. This should be our top priority in the coming years. Many will dismiss this as impossible – we simply don't know enough about the people who produce our data, actively or passively, to establish such a framework.

True enough. But that doesn't mean we shouldn't be trying to bridge this gap. Marketers are scrambling to peel back the identity of individuals who scamper around the Internet. Without going down that rabbit hole, we should be able to employ some of the same approaches to establish a rational, measurable perspective on the individuals and groups who serve as the "source" of our knowledge, even if we don't call them our "sample." At the same time, we need to be able to capture human activity both online and offline. I don't pretend to have the answers but this is the most critical challenge we face today.

7. We need to charge more … for a different deliverable. Give me a break! With all the accelerating demands to produce more for less in less time, this sounds like trying to run against a gale-force wind. And of course, as long as our primary deliverable is essentially data or information, it is. But we need to recast our deliverable as a creative service and intellectual property, akin to advertising creative or PR strategies. We have made the mistake of trying to rebrand ourselves as consultants, purveyors of guidance, but our audience has often failed to take the bait. No matter how we try to change our clothes, they still believe we are essentially delivering numbers, a commodity bought from the lowest bidder.

We have, of course, a far better handle on reality than most consultants whose "research" efforts are often rudimentary and self-serving. But we need to use our findings as the basis for a far larger strategic structure that demonstrates our understanding of the overarching business issues and translates into concrete actions. That's what we should be selling – and demand a price commensurate to what it's worth. We shouldn't be focusing on rebranding ourselves but radically recasting our deliverable, not just from data to guidance but to strategy.

8. Success will depend on a subversive partnership between in-house and supplier researchers. Revamping our product in this way will demand a massive effort, not only to deliver (on our part) but to educate our stakeholders. This will require a strong alliance between research buyers and sellers. Buyers will have the major job of convincing their internal clients about what they're really buying and sellers will have to step up to the plate and really deliver strategic plans, not data.

For the internal researchers, this will mean fighting the procurement and budget-conscious marketing departments, essentially pushing them to redirect funds now going to consulting firms and other strategic "partners" to "research" suppliers. It will also mean recapturing some of the dollars now flowing into analytic services back into the research pipeline (see below).

The research agencies will need to evolve their product as described above, which will require a whole new level of skills and business acumen. Many firms will probably not be able to make the adjustment or will have to acquire or merge with enterprises that can do this.

But to succeed, the researchers from both sides need to develop protocols that will bypass or undermine current purchasing systems. One example will be to fight against the "level playing field" approach to bidding out assignments, which virtually guarantees a low-cost, unimaginative solution. As noted above, suppliers should be encouraged to offer their own approaches and be able to discuss these directly with the in-house researchers and be rewarded for their creativity.

9. Big data can be a friend. The research community seems to have experienced a meltdown in the face of this rising tide, fearing that the existence of huge data sets will render our much smaller bases for drawing conclusions meaningless. But this reaction misses the point. We've been dealing with large data sets for years and, more importantly, been able to distill insights and implications from these better than anyone else. Big data in aggregate is really just a big dummy whose value is wholly dependent on the skills of those doing the analysis. While specific analytic skills are definitely required to do the number-crunching, its greatest value, as always, will stem from being able to assign meaning to what the data show.

So rather than considering big data an enemy, we should regard it as just another source of information that we can mine and interpret to produce our strategic frameworks. Critical here will be our ability to integrate big data learning with that derived from more traditional sources (surveys, qualitative learning, etc.) and social media data. Synthesis must be the catchword. But we must also make clear that big data analytics as a stand-alone deliverable is inherently limited.

10. We need to run the big data show. The rationale is our unequaled ability to derive meaning from data, as well as our skill in synthesizing information from multiple sources. But we won't win this one without a fight. We've already yielded the field in many cases, allowing marketing managers and others to engage other types of analytic personnel to deal with BD, or even divert the relevant funds to another department.

Our primary audiences, then, are those who control big data analytic funding. Here again we need a concerted effort involving both internal research staff and suppliers who can really deliver big analytics in a holistic way. One way to do this would be for researchers to provide a free demonstration of what they can do – essentially building a strategic framework using big data and all other information sources available that will prove, once and for all, we can outshine all other comers.

Given the size of the monies at stake, this struggle will not be easy and could get nasty. The analytics jocks who have been brought in to crunch the data won't willingly concede their role. And the marketing managers, etc., who are mesmerized by the promise of big data and who are happy not to have to deal with (or pay for) research again may not be open to changing their mind. But we need to make our case forcefully and frequently, engaging as many other players in the corporate environment who care about the future of the company.

The ultimate argument is that we can provide the most accurate, rigorous and thoughtful basis for decision-making at all levels. The risks of relying on undigested data, no matter how extensive, can lead to costly mistakes.

Inherent value

These 10 heresies do, in fact, fit together to form a unifying vision of the current state of our profession, as well as a singular approach to moving forward. Underlying all of them is the genuine belief in the inherent value in our training and approach to information. This part of our heritage should not be compromised. We need, however, to get away from the more limited view of what we do. And here, our mistake has been to focus on the doing rather than the outcome.

Our most critical task is to enhance our product, our deliverable, from information or data-based guidance to a much larger strategic structure. Our twin challenges are to actually accomplish this and to persuade the rest of the world, i.e., our skeptical stakeholders, that that is indeed what researchers deliver.

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snapshot

A look at a new methodology for ascertaining a brand's contribution to the company's bottom line.

b2b research

By the buy

Measuring how brand affects the purchase decision

| By Rolf Wulfsberg

Few marketers would question the value of a strong brand. The strength and valuation of iconic companies such as Apple and Coca-Cola are evidence of the importance of brand as part of a company's offering. But assessing the financial contribution of brand – as well as the return on investing in brand – has remained elusive. From generating greater customer loyalty to increasing employee innovation or ultimately bringing in more revenue, the power of brand is strong.

Despite these benefits, the financial contribution that accrues to brand is frequently disputed and often misunderstood by many C-suite executives. That's not because assessing brand contribution or brand value is impossible. It's because traditional models attempting to assign a dollar value to brand simply do not reflect the buying scenarios customers face when choosing among brands or they do not appropriately assess the importance of brand against other factors in the purchase decision, such as product features and pricing.

quirks.com/articles/2017/20171107.aspx

As the idea of brand moves from words and pictures to the totality of a customer's experience, making brand ROI tangible is critical for CMOs. Not only does a fact-based approach and monetary value help in prioritizing new brand initiatives, it clarifies branding strategies to a C-suite that does not inherently understand brand contribution in the same manner it may understand sales or R&D. In a world where everything is measurable, accurately assessing brand contribution is now a necessity.

Placing a monetary value on brand isn't a new concept. Expert marketers and research teams have attempted to quantify the ultimate value of brand and the ROI for branding initiatives for years. While these methodologies have evolved since the first generation of efforts, none has really mirrored how brand is manifested in the buying process – the point at which financial value is truly realized. The chart shows a brief summary of popular methodologies used in the United States and their shortcomings.

While it is easy to see the challenge with the first generation of brand valuation – literally, a bunch of people in a room assigning values in a potentially arbitrary manner – other methods may still seem appealing. But the limited focus of the basic equities approach doesn't account for market share and discrete choice methods will either force respondents to answer based on knowledge they wouldn't normally have or obscure the actual reasons they prefer one brand over another.

Other approaches exist as well. In Europe, where brand value can be put on a company's balance sheet, some practitioners take more of an accounting approach to valuation. But once again, the role of brand in the buying decision seems to be either ignored or not properly ascertained.

Methodology	How it's done	Why it's flawed
First Generation: Expert Analysis	Brands are scored on a set of dimensions such as differentiation and clarity of communications. Each brand is then given a value coefficient based on these scores, an estimate of the brand's importance in its category and its market cap.	• Based on subjective estimates – usually from individuals who are not buyers in the category – which fail to account for the impact of brand on various business areas (e.g., sales, reputation). • Methodologies are a black box and conflate contributing factors.
Second Generation: Basic Equities	Using measures such as awareness, usage and loyalty from consumer survey data, researchers determine the essential value of a brand.	• Evaluates a brand in isolation from competitors, overlooking one of the primary services of brand – perceived differentiation. • Data is often drawn from broad populations and is not representative of a specific brand's target buyers.
Third Generation: Discrete Choice	Brand preference is determined by presenting buyers with alternative purchase options in a hypothetical situation. The analysis identifies the most important element influencing customer preference.	• Provides the buyer with knowledge of a brand they may not normally have or that may contradict their beliefs about the brand. • False trade-offs force the customer to make choices that may not reflect their perception of reality. • Requires a buyer to make choices based on irrelevant information they would not typically consider.

Role in the purchase decision

Consider instead an approach that computes the contribution of brand by deriving the role it plays in the purchase decision. This method is data-driven and incorporates the perceptions only of those who influence the actual purchase decision. In B2B settings, the methodology is best employed when based on the perceptions of specifiers, end-users, etc., rather than purchasing agents who may have a very limited field of interest regarding the product or service being acquired.

The methodology largely mirrors the actual buying process. It allows different decision makers to have different consideration sets – both in terms of what brands are in the consideration set and how many brands comprise it. In addition, the research does not ask decision makers how they make choices. This will almost invariably lead to the conclusion that price is the primary driver of buying decision. But how many categories can you think of where the price leader is the market leader? Very few indeed, because this is not how we tend to buy. Rather, we are taught to say we are price-conscious (not value-conscious) and it makes us look responsible if we make it clear that we look to save (or at least not waste) money. In reality, apart from disqualifying a brand because its price is so far out of scope, price typically plays a relatively small role in most decisions.

The fact is that decision-making tends to be a subconscious process rather than a conscious one. As a result, we are unable to accurately relate how we make these decisions. The new methodology recognizes this fact and derives how decisions are made – and the extent to which perceptions of brand affect them – through two pieces of information that individuals can provide consciously. This information includes perceptions of alternative brands with which they are familiar and an exercise in which decision makers express preference (and strength of preference) in head-to-head settings – the way that actual buying is done.

Some of the advantages the approach has over previous generations of solutions are:

- It focuses on the role of brand in purchase decisions, thereby reflecting the key source of revenue.
- It is derived from actual buyers in the category, not professionals sitting around a table or the general population.
- It is based on buyers' perceptions of the products/services they are purchasing rather than dictating to buyers what each offer comprises.
- It considers all elements that buyers consider: brand, product/service characteristics (e.g., quality, durability, warranties, etc.), price, etc.
- It is derived in a competitive element, realizing that the contribution of brand depends on perceptions of competing brands as well.
- It mirrors the actual buying process by accounting for the fact that different decision makers have different companies in their consideration sets.

B2B financial services

We recently applied this new methodology to evaluate the contribution of brand in B2B financial services, a category where its impact is often overlooked. We surveyed more than 200 respondents, consisting of institutional and corporate decision makers – CFOs, treasurers and heads of finance and asset management executives – on their perceptions of and preference for brands in the space, enabling us to derive the role brand plays in their buying decision. The report found that brand plays a significant role in winning business, representing nearly one-third of how business is won. Based on the total category revenue, this finding is consistent across each industry category:

- For investment banking, brand contribution to new business wins totaled 26 percent.
- For corporate and commercial banking, brand contribution to new business wins totaled 28 percent.
- For asset management, brand contribution to new business totaled 30 percent.

This example might lead one to think that brand automatically contributes between 25 percent and 30 percent. This is not the case. For example, in categories that are both commodity-like and characterized by heavy advertising, we have seen brand contribution exceed 60 percent. In contrast, in situations where the decision is mission-critical or life-critical (e.g., certain medical devices), brand can contribute less than 10 percent.

There is an interesting relationship between brand contribution and simplicity; institutions that provide simpler experiences are capturing more revenue from their brand than those that do not. As a brand's simplicity score increases, so, too, does brand contribution: investment banking (26 percent brand contribution – 825 simplicity score), corporate and commercial banking (28 percent brand contribution – 833 simplicity score) and asset management (30 percent brand contribution – 930 simplicity score).

Ultimately, this methodology enables marketers to put a true dollar value on brand based on a more rigorous, revenue-based approach. It can even be used to prioritize branding initiatives relative to other investments from an ROI perspective. By testing price, offering and brand alongside each other, we can determine the most (cost-) effective strategy to drive revenue and set accurate KPIs that account for all areas of the business.

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NEWS

••• b2b research

Untangling brand spaghetti

Researching brands in the digital age

| By Mark Towery

snapshot

Mark Towery muses on what brands mean and how to think about them.

What do you do with all those brands? The marketing gurus say it's now all about demand; not brand. The disruption disciples say brands are obsolete; innovation will rule the future. The AI guys say artificial intelligence will make us all obsolete and machines will rule the future. Meanwhile, you've still got all those brands.

How did you get all these brands? Well, many companies find themselves with a tangle of brands that originate from multiple sources. You've got a company brand that bears the name of the founder … who died in 1967. His name may also be on a line of products, alongside product lines with different brand names. The company also owns other companies and each has its own company brand and multiple product brands. They are also a subsidiary of the original company brand (and that name goes on the invoices). And by the way, under the company branded with the founder's name, you have four other product lines with different brand names.

But like the late-night TV hawker says, "Wait, there's more." You just made a small local acquisition and two very large global ones. They came with new products and new market access; but guess what else? More brands.

How do you untangle this brand spaghetti and develop a coherent brand strategy? Let's start with defining a brand. My favorite definition is that, at its most elemental level, a brand is a promise: Your brand tells your customers what they can expect from you – consistently, always, anywhere, anytime. A strong and consistent brand takes the risk out of their decision-making. When they want an adventure or a change, they may take a risk on an unknown brand but a brand that has consistent positioning is like a dependable friend.

At another level, brand is momentum that carries your company forward even when your marketing falters. That momentum may be organic, derived from past growth; or artificial, from the stimulus of advertising and promotion. This momentum is a forward-leaning version of the halo effect that a strong brand can achieve. But a brand

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> **"It is important to test brand awareness and perception but it is equally important not to let awareness and perception completely drive the strategy."**

is complex and can mean many other things: the flag you wave to get attention and create awareness; your reputation; your positioning; your corporate personality; and more.

However, there is one complicating factor: You may have noticed the world is changing – fast; and this change is accelerating. One of the drivers of this change is the increased transparency of the Internet and e-commerce. How important is a brand if you can compare products and features side by side in seconds with the touch of your fingers? How important is a brand when customer reviews are used to determine reputation, reliability, quality, etc. A strong brand may break a tie or simplify decision-making when too many choices are presented but it becomes harder for a customer to justify paying a premium for a brand when comparative features and reviews are instantly available.

Marketing and strategy are simple concepts but can get complicated quickly in execution. The subcategory of branding is becoming more complicated as well due to four other "tions" – digitalization, globalization, consolidation and innovation.

Digitalization – implies data scientists working with the latest software tools to precisely target customers and generate demand. If part of the job of brand is to generate demand, big data can now shoulder part of the burden.

Globalization – is often achieved through acquisition, which leaves legacy brands in many markets confused and sometimes competing with the parent company's brands. A strong global brand can be a powerful accelerant to growth but what do you do when globalization leaves you with too many overlapping and conflicting brands?

Consolidation – see globalization.

Innovation – now here is the kicker. Tesla is now worth more than Ford. Blockbuster was worth $6 billion when it turned down a chance to buy Netflix for $50 million. Yahoo was the place to go for information and now Google is building cars. Change and disruption are upon us and not going anywhere anytime soon. Innovation is the new dimension of brand that will separate the winners from the losers. Disruption does not necessarily diminish the importance of brand but it can certainly create or destroy brand equity in a Madison Avenue minute.

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Stop thinking about brands

So, the world is changing in exciting ways but meanwhile, what do you do with all those brands? Research them of course. But to do this correctly, stop thinking about brands and start thinking about strategy.

It is important to test brand awareness and perception but it is equally important not to let awareness and perception completely drive the strategy. If customers or distributors in Japan or Brazil tell you the legacy brand really must be maintained for many valid reasons, perhaps you should retain it as part of the overall brand architecture. But do not do this lightly, because collapsing brands allows you to concentrate your marketing resources and potentially develop a global corporate reputation and positioning that reinforces itself. But that is only true if your strategy is based on a very clear core positioning – GE as a digital-savvy powerhouse of engineering, IBM as a leader in advanced computing intelligence, etc.

However, a fundamental axiom of branding is that the power of a brand is inversely proportional to its scope. Even goliath brands like Amazon have at their core a singular positioning – e.g. " an innovative leader in e-commerce." So, if your products or services are very different and/or very different in different markets, individual product brands and even subsidiary brands may be in order, unless there is a core value proposition that ties them together at the level of the customer experience. A single brand for a single value proposition is generally more potent; however, this strategy must be evaluated with respect to the cost of maintaining those brands. And if you truly have divergent value propositions within your product mix, you may have a strategic positioning problem, not a branding issue.

Intelligent architecture

In order to achieve the best of both worlds, an intelligent global brand architecture is required. You may have a global corporate brand and individual product brands (a master brand architecture) or, if your main corporate brand has a lot of equity but does not communicate precisely enough the value proposition of individual subsidiaries or products, a validating brand architecture may be the best approach where the local or product brand is out front and the validating brand is there for credibility: ABC, an ACME company. We could talk about brand architecture for a while but let's get back to research and what you need to know to untangle that brand spaghetti.

As the Bushido philosophy says, it is the mind that confuses the mind; do not get fixated on the tool or the tactic but rather the underlying purpose. In other words, focus on the cut, not the sword. So, when it comes to the Zen of branding research, focus not on the brand names but on the strategic positioning. What is the positioning you want to achieve with each product or entity in each market? What is the value proposition you want to communicate? When they are aligned and reinforce each other, collapse the brand; when they are distinct and diverse, keep them separate. But be aware: If your strategy is fuzzy, your brand architecture will be weak. The more focused and differentiated the better.

So, what do we research? Brand awareness? Of course. Brand perception? Got to have it. But remember, as Young and Rubicam have so clearly stated, “Brand purpose drives brand value.” Your purpose is your value proposition, your core reason for existing, the singular thing which you do better than anyone else to satisfy and delight your customers. With that in mind, research the same things you would to develop a go-to-market strategy: decision makers; decision drivers; unmet needs; information sources; competitive landscape; market forces.

Then consider the company’s purpose along with the value propositions of your individual products and service offerings. Apply the principles of branding but know that you can be disrupted at any minute. In that regard, do not be afraid to disrupt yourself; creative destruction can sometimes be the best strategy when trying to simplify a complex and possibly dysfunctional brand architecture.

In a hypercompetitive global world, companies have to be more encompassing and holistic in their brand approach, which means more creative and customer-centric. Growth is supported by a clear strategy and exceptional customer experiences. Positive brand equity results from clear strategy and is an outcome of an exceptional customer experience. Everything else is just noise and you want your brand to cut through the noise, not create more.

Get to know your customer

So, what do you do with all those brands? Stop thinking about them for a moment and take the time to get to know your customer – and your company. Use voice of the customer insights, competitive intelligence and situational analysis the same way you do to develop strategy and drive growth.

The spaghetti will start to untangle itself when you focus on the purpose not the brand. Then you can make ruthless decisions about names and architecture. When it comes to naming or collapsing names, avoid tying brand to products (valves, oil, software) or geography (British, American, Caribbean) and focus on universal constructs that reflect your purpose and positioning. Think in 100-year increments and set up a brand identity, positioning and architecture that can be relevant in a future world we cannot currently recognize. In other words, to pick on an easy target, you do not want to be the Association of National Advertisers, when the association model is under siege, the world is global and digital marketing now means so much more than advertising. You want to transcend products and markets and build into your brand and brand architecture a dynamism that can not only deal with disruption but may intentionally cause it. Because if your brand hasn’t yet been disrupted, you are probably next in line.

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••• multicultural research

Always room for improvement

Overcoming the challenges of cross-cultural research

| By Loren Chase

snapshot

A study of wildlife value orientations among Hispanic and non-Hispanic white respondents serves as a backdrop for the author's discussion of cross-cultural research.

My first day living in Honduras I was meekly making my way to a seat on a bus crowded with people, produce and poultry. Without warning, the bus lurched forward, inadvertently sending me reeling, with my hands ending up in a very intimate location on a very surprised stranger. Both my unintended victim and I were mortified, and in my best high-school Spanish I murmured my rendition of "excuse me," which promptly led to a slap on my face. I later learned that the "excuse me" I used (*con permiso*) translated to "with your permission" and was appropriate when passing by someone ... not when you are accidentally groping a stranger. The correct "excuse me" (*que me disculpa*) translated to "please forgive/pardon me," which would have saved a bad situation from becoming the horrible set of circumstances that I am currently sharing to make my point.

Although not as extreme, researchers conducting cross-cultural research face similar dilemmas on a daily basis. Constructing survey items with uniform meaning across cultures is a perennial challenge for researchers and consequently articles regarding this issue are regularly discussed in the marketing research and sociology realms. Even different ethnicities within the same culture, speaking the same language, may interact with a survey item in various ways. Forward-and-back translating, cognitive testing and pretesting are simply no longer sufficient to ensure that we, as researchers, are making the best recommendations to decision makers.

Genuine variations

In conducting research across cultures, the challenge arises in discerning if differences between two groups are genuine variations between the populations or if they are artifacts of the measurement instrument. For example, different cultures may have cultural norms that may be exhibited as survey acquiescence, resulting in artificially higher

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Type of Invariance	Real-World Meaning	Statistical Definition
Configural	Both groups have the same conceptual definition of the constructs	Both groups have the same number of factors and questions load on the same latent factors
Metric	Verifies that the strengths of the relationships between questions and constructs are the same for both groups	Both groups have the same factor loadings
Scalar	Verifies that respondents, regardless of group, who have similar scores on the constructs would answer the question the same	Both groups have equal intercepts
Strict	Tests if group differences on the construct are genuine or if the groups are interacting with the survey in dissimilar ways	Both groups have the same residual variances

ratings on a Likert scale. Other cultural norms may manifest as extreme response style; where using the ends of the scales will expand the variance of only one group. Another confounding issue is that different cultures may have different leniencies for scales, where one group may respond higher, not because they are more satisfied or agree more strongly with a statement but because their general expectation for evaluation is more lenient. Conversely, a group may respond lower because they have more stringent concepts of evaluation, again resulting in measurement invariance.[1]

Several solutions have been proposed to address cultural variance in survey measurement. One solution is to compare the ratings of different components of the survey against each other within the same cultural group. For example, let's say we are measuring the entirety of a vacation experience of a hypothetical resort near the border of Costa Rica and Nicaragua. Nicaraguans may rank most aspects between a 7 and a 10 on a 10-point scale yet rate the food as a 5. Costa Ricans rank the same experience between 5 and 7 on the same 10-point scale, yet rate the food as a 2, indicating food is an area for improvement from both cultural perspectives. This method highlights relative strengths and weaknesses but precludes any direct comparisons between cultures.[2] Another solution proposed to address cultural variance in survey measurement is normalization, a process discussed in an excellent *Quirk's* article in 2004.[3] This process involves comparing the respondent to all other respondents within the group and manipulating the responses to get a normalized score, usually with zero as the mean and measured in units of standard deviations. This approach may be useful but it obfuscates the original scale, which can be problematic when delivering information to those unfamiliar with Z-scores or other data transformations. Clearly, there is a need for a method to determine if various cultures interact with the instrument uniformly and allow analysts to thoroughly scrutinize the comparability while also allowing non-statisticians to understand the results.

I propose that we, as research professionals, hold ourselves to a higher standard and begin taking advantage of multiple group confirmatory factor analysis (MGCFA). MGCFA is one of the most popular methods to test for measurement invariance across groups and functions by comparing progressively more restrictive models against less restrictive models, namely configural, metric, scalar and strict invariance (see chart).

Case study

Wildlife value orientations (WVO)[4] give insight into how humans generally feel toward wildlife and acceptable treatment of wildlife. There are two main WVOs, utilitarian and mutualism. Individuals with a utilitarian orientation believe the needs of humans supersede the needs of wildlife and perceive wildlife as a resource to be managed for human benefit. As a result, they are more favorable toward hunting or lethal control. Individuals with a mutualism orientation believe wildlife are deserving of care, have rights similar to humans and view wildlife as potential companions capable of relationships of trust. As a result, they are less likely to support actions resulting in death or harm to wildlife. We measured WVOs using a 14-item (seven-point agree/disagree scale) battery designed to assess the two primary WVOs, utilitarian and mutualism.

We conducted an MGCFA to test for measurement invariance in WVOs between Hispanic and non-Hispanic whites. Because cultural heritage, including language(s), is the basis for the expectation that WVOs are different across ethnicities, we also tested for measurement invariance in WVO in acculturation and language. Unfortunately, both acculturation and language may also influence psychometric measurement.[5] Two levels of acculturation were constructed using the middle of the acculturation scale to split Arizonan Hispanics of higher acculturation levels to those with lower levels of acculturation. The third MGCFA compared Arizonan Hispanics who responded to the survey in English to Hispanics who responded to the survey in Spanish, indicative of their preferred language.

Findings

There were 2,395 respondents in this research effort, with 883 self-identifying as non-Hispanic Whites and the remainder self-identifying as Hispanic. This oversampling of Hispanics allowed for a margin of error of ± 2.7 percent for Hispanics and ±3.2 percent for non-Hispanic whites (95 percent CI). There was a difference between the population and the sample in regard to education level (χ^2 (4, N = 2,053) = 89.34, p < .001, ϕ_c = .14; 86 percent of the population obtained at least a GED versus 91 percent in the sample; 61 percent of the population completed college versus 62 percent of the sample). Although the sample was slightly more educated than the population, the

Invariance Type	X^2	df	p	CFI	RMSEA	BIC	ΔX^2	Δdf	Δp	ΔCFI
Ethnicity										
Configural	566.07	96	<.001	.937	.069	113232.6				
Metric	661.91	112	<.001	.927	.069	113206.3	95.84	16	<.001	.011
Scalar	767.39	120	<.001	.914	.072	11325.80	201.32	24	<.001	.024
Strict	1124.00	126	<.001	.867	.088	113561.6	557.93	30	<.001	.070
Acculturation										
Configural	229.22	96	<.001	.939	.062	59053.64				
Metric	357.90	112	<.001	.926	.063	59000.31	128.68	16	<.001	.013
Scalar	392.11	120	<.001	.918	.064	58978.52	162.89	24	<.001	.021
Strict	525.68	126	<.001	.879	.076	59070.09	296.46	30	<.001	.059
Language										
Configural	30.14	96	<.001	.941	.063	57810.51				
Metric	384.69	112	<.001	.921	.067	57783.40	84.54	16	<.001	.020
Scalar	417.77	120	<.001	.914	.068	57760.66	117.63	24	<.001	.027
Strict	544.97	126	<.001	.879	.079	57845.99	244.83	30	<.001	.062

minimal practical significance did not justify weighting by this variable (Cohen, 1992).

WVO measurement across ethnicities

Non-Hispanic whites were more utilitarian than Hispanics ($\bar{x} = 5.11$ and $\bar{x} = 4.74$; $t_{(2151)} = 7.06$, $p < .001$, $r_{pb} = .17$) but less mutualistic than their Hispanic counterparts ($\bar{x} = 5.09$ and $\bar{x} = 5.67$; $t_{(2258)} = 10.56$, $p < .001$, $r_{pb} = .19$). Both Hispanics and non-Hispanic whites construe WVOs in similar ways (configural). Further, the strength of the relationship between WVOs and their respective survey items is similar between Hispanics and non-Hispanic whites (metric). Both ethnicities have similar rating standards (similar stringencies and leniencies) for WVOs (scalar). Similarly, both ethnicities have similarly residual variances (strict). These invariances support the hypothesis that the difference observed in WVOs between Hispanics and non-Hispanic whites is attributable to genuine differences in the means rather than divergent interactions with the survey instrument (Table 1).

WVO measurement across acculturation levels

Although we demonstrate a difference between ethnicities, Hispanic communities cannot be considered monolithic for a multitude of reasons, including acculturation. Less-acculturated Hispanics were more mutualistic ($\bar{x}$ = 5.97 and $\bar{x}$ = 5.48; $t_{(1219)} = 7.70$, $p < .001$, $r_{pb} = .19$) and less dominionistic than their more acculturated counterparts ($\bar{x}$ = 4.56 and $\bar{x}$ = 4.85; $t_{(1215)} = 4.46$, $p < .001$, $r_{pb} = .12$). Hispanics of high- and low-level acculturation psychologically configure WVOs in similar ways. Hispanics of both acculturation levels also assign the same relative strengths between survey items and the latent constructs. Both groups have the same stringencies and leniencies in ratings. In examining strict invariance, it appears WVOs can be compared in Hispanics of divergent acculturation levels (Table 3).

WVO measurement across languages

Hispanics who preferred using Spanish were more mutualistic ($\bar{x}$ = 6.17 and $\bar{x}$ = 5.62; $t_{(1189)} = 6.39$, $p < .001$, $r_{pb} = .15$) but were similar to English-speaking Hispanics on the utilitarian scale ($\bar{x}$ = 4.70 and $\bar{x}$ = 4.72; $t_{(1184)} = .33$, $p = .74$, $r_{pb} = .02$). English- and Spanish-speaking Hispanics configure WVOs comparably and assign similarly strong correlations between survey items and their respective WVOs. Hispanic respondents speaking either language had similar stringencies and leniencies in survey item ratings. The WVO construct is uniformly represented in both English-speaking and Spanish-speaking Hispanics, allowing for comparisons between the two groups.

Considerations

Research is in a constant state of fluctuation and the day that I conduct a research project and do not find a way to improve the investigation during the postmortem debriefing is the day that I will retire. There is always room for improvement but we recommend the following as a start when conducting cross-cultural research:

Use the right language. Gaining survey item equivalence across languages can be challenging, especially within Hispanic cultures that have varied countries of origin, each with its own vernacular, dialects and patois. This study is unique in that nearly 90 percent of Arizonan Hispanics claim Mexico as their country of origin.

When in doubt, use translations that are more formal. Several times in this study we debated which translation to use. For example, the term *fauna* was used for the term "wildlife" because of the familiarity with the term by Hispanics in the area. *Fauna* could have easily been replaced with a less-formal *la vida salvaje* or *la vida silvestre*, contingent upon the predominant ancestral country.

Use common scales. We used a seven-point Likert scale to tie into past research. We should have used a

0-10 scale because it is a more familiar rating system across cultures.

Use scales that transcend the mode of collection. This is becoming critical as multimode data collection is increasingly the norm. Furthermore, some cultures will respond differently to different modes of data collection and it may be more advantageous to use different modes, despite the fact that a singular mode may provide more consistency.

Make cognitive testing and pretesting iterative. Most researchers perform this once. When conducting cross-cultural research, plan more time to conduct this thoroughly.

Transform the data cautiously. Z-scoring the data, cross-country calibration or mathematically forcing equivalence is useful in many cases but the nuances and consequences may be lost on decision-makers.

Seek balance. Frequently, decision-makers need to have information that is globally applicable and speedily available. However, to obtain accurate data, the collection instruments need to be locally tailored, the data collection needs to be contemplated and then carefully analyzed. It is increasingly the role of the researcher to maintain this balance and is now part of the job description.

More culturally competent

Cross-cultural research will inevitably continue as information needs continue to span cultures and national borders. Although cross-cultural studies that do not discuss measurement invariance are informative, they may not be authoritative, as the scientific community cannot ascertain if the reported difference is attributable to true differences of the latent constructs or if they are artifacts of the measurement approach. Consequently, conducting measurement invariance analysis should be a necessary precondition when performing cross-cultural investigations that involve composite scales. By comparing and contrasting how additional cultures interact with survey assessments, researchers can be more culturally competent and inclusive in decision-making processes. Q

Loren Chase is human dimensions program manager at the Arizona Game & Fish Department, Phoenix.

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innovation research

Still searching for the keys?

Innovation and the story of a drunken man

| By Richard Bordenave

snapshot

Richard Bordenave looks at ways to increase the odds of successful new product research for CPG.

The story of new product testing in the industry strongly echoes the tale of the drunken man trying to find his keys under a streetlight at night. A passerby asks him, “Are you sure you lost them here?” The drunken man answers, “No. I lost them in the park behind me.” The passerby then replies, “So, why are you searching for them here?”

“Because the light is much better here,” answers the drunken man.

This story portrays the reality of new product research practices today: Everyone is rushing into one-size-fits-all methodologies, mostly because they are fast and cheap, but they rarely question whether anyone has ever found the keys to success here. Submitting a nice marketing concept to consumers via an online questionnaire asking for their purchase intent (or any derived magic indicator) will at best help you eliminate the terrible ones but hardly predict future success. Of course, everyone has an excuse for that: There is a long road between idea and execution and it’s hard not to fall into the many traps of new product development. At least testing concepts serves to align functions behind a convenient norm: the shared “light” everyone uses. But deriving a sales forecast from a few clicks on a concept is another story.

Had some true merits

Looking back in history, concept testing has had some true merits for CPG. It was born in a time when television was the queen of media and advertising was the No. 1 marketing tool. The art of persuasive copywriting helped create the first “concepts” traditionally known as a combination of insight, benefit and reason to believe.

“Positioning” brands was the new mantra and concept-writing was soon extended to new products. Testing in a concept form was quickly adopted as a fairly good proxy to measure consumers’ new-product acceptance. This is mainly because, at that time, supermarkets were

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hungry for more items and consumers would often buy into marketing promises. Since then, new product concept testing has been institutionalized in a Stage-Gate process: a series of hurdles to help prioritize initiatives before they move further into the R&D funnel.

This was the golden age of marketing and using concept-based tests certainly helped harness the overwhelming creativity of marketers. However, no evidence proved that companies using concept-based tests were any better than those who did not. The failure rate for innovation has always been debated, mainly for its rear-view of norms and idea-killing reputation.

Empower consumers

A couple of years later, an era when shelves became saturated, the media landscape started fragmenting and brand trust was eroding; the rise of social media networks also helped empower consumers. After using consumer responses to filter out concepts, technology would now allow communities to participate in concept co-creation but the call for ROI evidence remained. With digital acceleration, marketing can actually do "faster and cheaper" but, in fact, they keep doing more of the same thing: concept-based tests as a proxy to a reality that does not exist anymore. But because it is easy, fast and cheap to collect this questionnaire-based data, that is where the light remains for most companies.

Unfortunately, that's probably not where the keys are.

An opposite premise

While marketing research firms were industrializing their concept-testing factories, new players like design-thinking firms successfully entered the innovation arena. They come from an opposite premise: You can't separate ideas from execution. To evaluate consumer appeal to a value proposition, design thinking has been promoting the use of empathetic observation instead of asking questions and early prototyping instead of concepts. The new agile project management methods inspired by startups are backing their credibility, as they are informed by entrepreneurs' real-life success and failures. Experimentation is the new mantra to capture true prospect engagement. Real user experience with touch-and-feel prototypes has also become the best way to design faster, more innovative value propositions that work.

This shift in ways of working found positive feedback in many companies that would cease asking large samples of consumers to evaluate their marketing story but instead observe a select few in context. Having consumers use the new product prototype, marketers see with their own eyes whether prospects find the expected level of utility and learn from there. The question of standards remains unsolved but the sequential paradigm of ideas screened prior to execution has been replaced by iterative evolutions of viable prototypes, in the digital and start-up culture. An idea isn't just good or bad, it can become "great" from early fails turned into improvements. The question of when this is good enough is still around but successful entrepreneurs suggest that embedding business models creatively with iterative feedback with consumers is what makes execution flawless with the right level of costs. Maybe this is where the keys to viable market fit are: designing an adaptive value-based business model.

Key success factors

Recently, academic researchers (in behavioral economics, social psychology and neurosciences) have documented a number of behavioral insights that can now help marketing better understand what the key success factors for innovation are. At our firm, for example, we have developed our behavioral testing methodologies, including volumetrics, using the learnings from behavioral science. Our innovation-testing KPIs (using Shopper Lab, eye-tracking and various observational techniques) aim to tackle the true hurdles for innovation: its behavioral "affordance" and not simply its attitudinal appeal. Here are some of the behavioral economics concepts which helped design executions that work in real life, not just in concept testing, with the vast majority of consumers and not just a few of them.

Fast thinking and salience. When shoppers are under time pressure and scanning the shelves, the brain does not process rationally the massive flow of information received. Our autopilot mode (System 1) uses non-conscious heuristics to deselect what will be considered. Salience or visibility is then not just about concept or package differentiation, it is about decoding shoppers' search goals and contextual cues used by the brain to navigate. Reading a concept or answering questions will only activate consumers' System 2 thinking, the one of conscious rationality. It cannot provide insights on how to crack these upstream filters that on average eliminate 70 percent of prospects who become blind to the new product when in a shopping context.

First impression and cognitive ease. As more than half of purchase decisions made in the store happen in seconds, the design must instantly engage with users. In our research, we have seen that the second hurdle to pass is immediate understanding. Most shoppers don't understand what the product is about in the few seconds they see it. So being able to measure the first impression is essential to get the right message across. But you also need to understand the cognitive flow to remove all barriers to engagement. Indeed, the new product has to cope with minimum implicit expectations that shoppers have engrained in their minds from regular category usage. Combined cues (utilizing shape, size impression, appeal of images, reassurance claims, etc.) need to converge toward an intuitive and positive emotional engagement before shoppers consider the innovation's benefits. You can't measure this from a concept where the nature of the product and differentiating elements are fully prompted and reading time is unrealistically extensive.

Framing and decoy effect. When making a decision, our brain always uses implicit comparisons. Hence, choices do not necessarily reflect stable preferences but the result of arbitrations that depend on the proposed alternatives and relative salience of attributes. It is not the USP per se that will be evaluated in store but the relative perceived advantages versus alternative solutions. Immersing the new product into a competitive environment and putting shoppers in action for testing helps understand what truly drives choice. It also avoids confusing claimed marketing promise with perceived relative advantages in context. The problem with concepts is that they are often evaluated in absolute terms, without any competition, and that all attributes are presented on the same stimuli. You then can't tell which elements have driven the purchase intent (which most often does not correlate with observed purchase behavior).

Anchoring and habit loops. Most consumers quickly develop habits that are difficult to change, particularly because with CPG, they have already adopted a set of solutions that meet their needs. Innovation trial most often means changing and that requires effort and risk-taking. So, for everyday products, the most common choice we make is not to choose because status quo is effortless; we like to stick to our habits. Innovations then have double the hurdles to pass: to break current habits by nudging trial and to anchor new product usage into existing routines, creating behavioral triggers that finally convert usage into new mindless habits. None of this can be reflected with just a concept; it is the main behavioral blind spot of traditional innovation research. When testing concepts, consumers are asked to rationally evaluate the strategy, not how execution in the retail context would influence their purchase and usage behaviors including conscious and non-conscious aspects.

Not the best proxy

Don't get me wrong – I'm not saying concept testing isn't important; it's a fantastic tool to create sharp positioning strategies. Concept-based testing might also be used to screen out half-baked ideas. But using the same concept stimuli to predict future success, or even volumetric sales forecast from declared answers to a questionnaire, is certainly not the best proxy of today's reality. No behavioral hurdle can be measured from questions and attitudes only. But marketers and researchers are like consumers – they're influenced by behavioral biases such as cognitive ease (that's simple to test), habits (we have always done it like this), social norms (everyone does the same) and loss aversions (I want to keep my norms) – and that often prevents change.

Having said that, at our firm, even if our stimuli mostly consists of packaging executions on shelves or products at home, we also do inject concepts into our innovation research methodologies because there are some benefits in having both concept and execution in the same test, like measuring the gap between intended positioning and the actual shopper perceptions to define reality-based rework directions. You can also better tell which message should be carried out by the pack and which should be handled by other touchpoints.

We strongly believe that a key to success for innovation is to deliver an experience that truly improves or makes a consumer's life more enjoyable, something that you can only measure this in real-life context. Another key is to adapt marketing touchpoints with the right nudges across the consumer's path of purchase. Testing executions and using behavioral science are definitely ways to find these keys!

Richard Bordenave is BVA-group executive director, BVA Nudge-Unit co-founder and PRS INVIVO global committee associate at research firm PRS IN VIVO. He can be reached at richard.bordenave@prs-invivo.com.

special advertising section

22 TOP BUSINESS-TO-BUSINESS RESEARCH COMPANIES

Business-to-business (B2B) and business-to-consumer (B2C) research, while both beneficial and essential to the research industry, each require different tools and methods to be successful. B2B research can prove to be more difficult when it comes to finding the right respondents and practicing the right methodologies.

These B2B research companies can provide the tools and techniques necessary to help gain customer insights for your business, whether you are a part of a small business or a Fortune 500 company. These research companies offer a wide range of solutions for B2B research, including panels, surveys and project management. Finding the right respondents for B2B research can be a more difficult task than finding respondents for B2C. Respondents for B2B can be few and far between, but these specialty research companies can provide hard-to-reach panelists and respondents like health care professionals, business decision makers, C-suite respondents or employees and workers in niche industries like construction or education. If you need the right tools and resources for your B2B market research, consider these companies.

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Ann Michaels & Associates, Ltd.

Ann Michaels & Associates

Founded 1998 | 11 employees
Kathy Doering, CEO

B2B mystery shopping offers business-to-business companies an opportunity to gain critical insights from the customer's or prospect's vantage point. Unlike feedback surveys, mystery shopping digs deeper and provides the company with a more granular peek inside each customer touchpoint within the organization. Ann Michaels & Associates has performed B2B mystery shops for over 15 years thanks in part to our diverse database of evaluators, many of whom are in their own business or work for

a company that fits perfectly into our clients' requirements. We perform one-time studies as well as ongoing programs.

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www.annmichaelsltd.com

B2B International

B2B International

Founded 1998 | 120 employees
Matthew Harrison, CEO

B2B International is the largest B2B-focused market research firm, with offices across North America, Europe and Asia-Pacific. Our client portfolio includes 600 of the world's largest 1,500 companies. We have conducted 3,000+ B2B research studies spanning a wide range of sectors from traditional heavy industry to financial and business services. From sole proprietors to corporates; from procurement to production – we know how to reach the right audiences and extract the intelligence you need. As B2B specialists in branding, product development, segmentation, customer experience, pricing and more, we provide the most comprehensive range of B2B research services to give your brand a competitive edge.

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Blackstone Group

Founded 1987 | 100 employees
Ashref Hashim, CEO; Vicky Griffin, Vice President

The Blackstone Group is a market research and consulting firm with 30 years of experience delivering custom research and insights to Fortune 1000 companies around the world. By utilizing our cutting-edge resources, tools and industry expertise, we offer solutions to B2B issues and clients. We offer a full range of services – qualitative, quantitative and multimode solutions including traditional and online approaches that will provide the most impactful and valuable insights for industries including financial services and insurance, technology, health care and pharmaceutical, energy and utilities and more to meet your complex and challenging issues and target audience.

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www.bgglobal.com

Branded Research Inc.

Founded 2012 | 36 employees
Matt Gaffney, CEO

Branded Research Inc. is a leading online panel and technology company. Our data collection platform helps our clients gather unique B2B insights to make more informed marketing and product development decisions. What makes our B2B research capabilities unique? Branded leverages social networks like LinkedIn for our B2B research, with panelists who are engaged members of professional networks. With our socially-validated and secure approach, B2B panelists are targeted and recruited for surveys from their social networks, allowing for powerful and precise targeting information including job title, organization size and industry.

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Clear Seas Research

Founded 2006 | 15 employees
Mitch Henderson, Co-CEO

Clear Seas Research is a full-service marketing research company focused on conducting business-to-business market research for niche markets including: construction, food and beverage, manufacturing, packaging, HVAC and security. Unrivaled sample reach into these core markets is provided by myCLEARopinion panel. Subscription-based, syndicated industry offerings from CLEARMarketTrends Reports and CLEAReports provide clients with valuable insights into these niche markets. While core custom research solutions focus on understanding brand positioning, marketing effectiveness, customer satisfaction/experiences and new product development, customized research methodologies are developed for every project. Data collection methods include: online surveys, focus groups, central location testing, mail surveys.

Phone 248-786-1683
www.clearseasresearch.com

CMI

Founded 1989 | 30 employees
Brian Lunde, Sr. Vice President of Client Solutions

As a world-class B2B consulting firm focused in behavioral sciences, CMI provides valuable information based on the evolved principles of market research to uncover the decision-making process for your intermediary partners. In today's volatile and competitive marketplace, customer acquisition, share of wallet and retention have never been more critical. CMI successfully applies learning across industries that share similar business models, often bringing a fresh perspective to familiar problems and helping our clients manage and maximize their resources when dealing with complex business models and multiple intermediaries. We identify why your intermediary partners make decisions and where we can make the most impact to influence their decision to refer your brand more often.

Phone 678-805-4021
www.cmiresearch.com

Customer Lifecycle LLC

Founded 2008 | 16 employees
Karin A Ferenz, CEO

In today's challenging marketplace, we at Customer Lifecycle help organizations do more with less. We are a global market research consultancy working with B2B/B2C companies to plan and conduct research to accurately identify and measure requirements for customer acquisition, satisfaction and loyalty, share of wallet growth and retention. With reach to about 3 million individuals in 160+ countries, we conduct strategic qualitative and quantitative research in multiple localized languages on a worldwide basis. We specialize in advanced quantitative analytic techniques. We help companies avoid costly mistakes by focusing on thorough front-end planning, appropriate support for research execution and action implementation at the back end.

Phone 630-412-8989
www.customerlifecycle.us

Geo Strategy Partners

Founded 1992 | 32 employees
Mark Towery, CEO

Geo Strategy Partners is the Go-to-Firm for Go-to-Market Strategy. With offices in all regions of the world, Geo Strategy Partners leverages market research and competitive intelligence to help clients navigate change and drive growth on a global scale. Equipped with a full portfolio of qualitative and quantitative research methodologies and data analytics, Geo Strategy also has consultants that understand the business and industrial environment and how to convert insights and intelligence into strategy. Geo Strategy makes the market opportunity and competitive landscape transparent so you know "where you are.... where you need to be... and how to get there."

Phone 770-650-8495
www.geostrategypartners.com

Global Survey

Founded 2008 | 18 employees
Mayank Bhanushali, Founder and Managing Director

Global Survey is your top choice of solutions partner for end-to-end project management needs. We augment your research operations by making available top-of-the line infrastructure setup, proven processes and highly trained personnel for every stage of the operational lifecycle of a research study. Under this engagement model, you keep control over the client interaction and overall management while we help move the project successfully from survey scripting and data analytics to reporting and visualization. Engaging with us at Global Survey for our end-to-end project management capabilities provides multiple business benefits. You can apply economies of scale and execute a bigger volume of projects without the need to hire and maintain costly human capital in-house.

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www.globalsurvey.in

Gold Research Inc.

Founded 2006 | 5,500+ Surveyors
Nitin Sharma, CEO, Market Researcher

Gold Journey Mapping™: Our customized B2B and B2C journey maps display customers' entire paths-to-purchase by segment (and channels) to help you make targeted improvements and impact buyers positively. Gold Intercepts™: We guarantee Real-Time Certified Surveys from Credentialed Surveyors™. We specialize in customer satisfaction research, exit interviews, store audits, mobile surveys, anywhere in U.S. or Canada. Gold Research-Support™: We offer survey programming, data processing, open-ends and report development so you can focus on more critical tasks. Gold Full Service™: Satisfaction research, concept testing, marketing/ad testing. We specialize in collecting the right insights needed to help take your business to the next level.

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www.goldresearchinc.com

Innovate

Founded 2014 | 80 employees
George Llorens, Co-Founder/Managing Director

Innovate delivers real people, quality data and superior client service. Innovate is a global B2B and consumer sampling firm, generating high-quality data from engaged panelists. Founders Matt Dusig, Gregg Lavin and George Llorens pioneered the modern digital sampling industry, creating the world-class uSamp and goZing panels. Innovate provides 24/7 client service to thousands of market researchers around the world. Innovate pioneered Human-Powered SamplingTM, which promotes responsive communication for client satisfaction and created the B2B First Class PanelTM, which is a heavily screened, profiled and engaged audience of B2B survey respondents.

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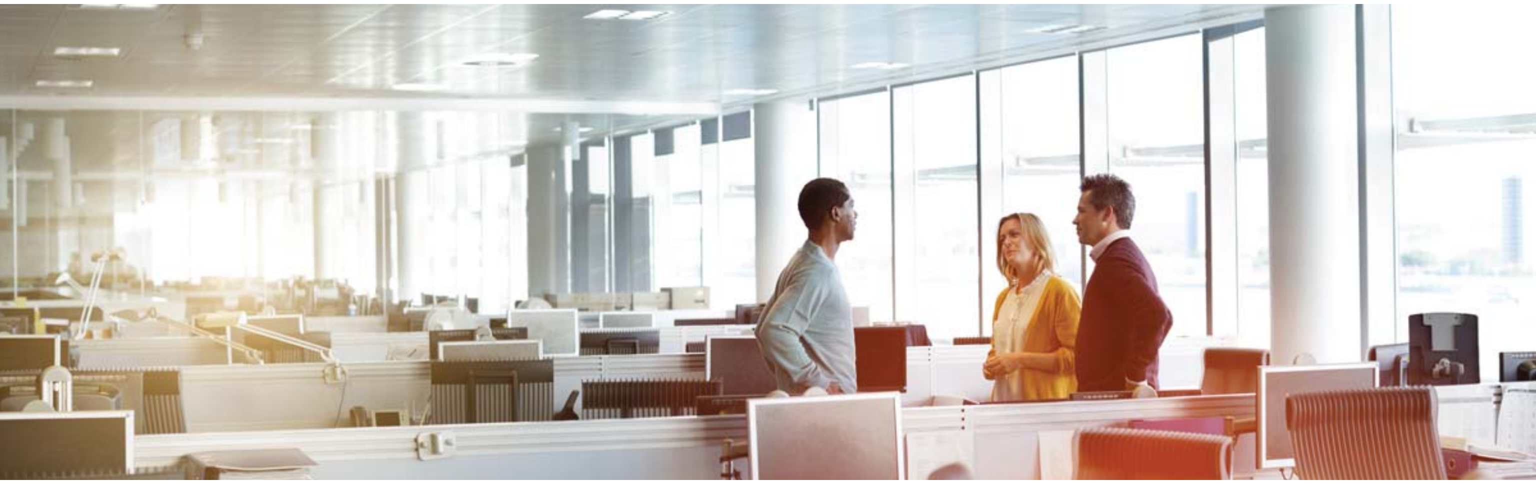

IVY EXEC

Ivy Exec Inc.

Founded 2007 | 40 employees
Elena Bajic, CEO

Ivy Exec Inc. is a leading online executive membership community of 950,000+ high-caliber business professionals, C-suite executives, KOLs and decision makers in various industries. With over 10 years of executive recruitment experience and business acumen, we function as part of your team and assist with all your B2B respondent recruitment needs by combining technology with “human power” to deliver B2B executives quickly, consistently and cost-effectively. We specialize in recruiting hard-to-reach respondents to participate in market research studies. Contact us today to learn more about how we can assist with your next B2B respondent recruitment needs (e.g., recruiting, project management, scheduling, screener programing, incentive distribution, etc.) for your next B2B research project!

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Founded 1990
Bruce Tincknell, CEO

Just The Facts is in our 25th year of delivering high-quality, strategic solutions to clients around the globe. Providing deep insights in B2B categories with strategic results-driven consulting and research. JTF is a CASRO “elite” research firm, your attentive partner for client-centric solutions. Methodologies include win-loss, focus groups, IDIs, surveys, competitive-market intelligence/assessment and secondary search. JTF’s cutting-edge technology uses online methods for focus groups, IDIs, white boards. Specialties are win-loss, customer insights, new products and competitive/market intelligence/assessment. Call JTF today for solutions!

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Founded 1996 | 700+ employees globally
Caroline Frankum, Global CEO

When it comes to B2B research, skills and experience are paramount. It is essential to know how to ask the right questions to qualify an audience and where to source quality respondents. Lightspeed maintains a dedicated team of B2B research professionals that excel in account, sample and project management to deliver innovative solutions, every time. We recruit our B2B panel by industry and retain global panels that are profiled for occupation and industry attributes to fulfill your project needs. With notable strength across IT decision makers and health care professionals, Lightspeed is the go-to resource for your B2B research.

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www.lightspeedresearch.com

marketcube

Market Cube LLC

Founded 2011 | 80 employees
Steve Hopkins, Adi Raj, Ted Pulsifer, Dipak Singh

Market Cube is a rapidly growing quantitative data collection firm specializing in B2B and consumer sample. With over 150 profiling points, our ability to affordably reach the correct B2B audience in a quick, reliable way is second to none. As a highly integrated, technology-focused partner we have built our own custom panel management software suite, Panel Cube, giving us unprecedented scale and reach. We have exclusive access to Specpan, the leading online construction panel, and proprietary B2B panels highlighted by IT, finance and retail sectors in the U.S., CA EU5 and Russia. We Help You Shine!

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Founded 1984 | 100+ employees
Jim Durkin, President

Extraordinary. Intelligence. Founded in 1984, The Martec Group has grown to more than 100+ professional staff members across six global offices. We discover and decode intelligence and insights across a wide range of industries, specializing in B2B markets such as automotive, chemicals, health care, building products and financial services (among many others). We love a challenge and pride ourselves on answering the questions that "can't be answered" ... a common refrain in the B2B world. Our solutions are customized to suit the unique requirements of our clients, with each engagement conducted by a team of specialists combining industry expertise with state-of-the-art methodologies.

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Olson Research Group Inc.

Founded 1995 | 60+ employees
Charles Olson, CEO

Olson Research offers a full spectrum of qualitative and quantitative market research services with deep access to a robust proprietary database of 2.4 million U.S. health care professionals throughout the life sciences sector, including 960,000 active physicians. Precise targeting is available with up to 75 unique profiling fields. We are best known for: Access – Our unique and thorough reach to all facets of the U.S. health care decision maker population; Experience – Our team of seasoned PMs having on average 8+ years of industry experience; and Approach - Our flexible and collaborative approach to project design, fielding and final deliverables.

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www.olsonresearchgroup.com

Rabin Research Company

Founded 1963 | 20 employees
Michelle Elster, President

International and domestic B2C and B2B marketing research services for health care/pharmaceuticals, packaged goods, financial services, insurance, entertainment and new technology industries. Service principles: high-quality work, on-time delivery, creative study designs, strategic insights, competitive prices, exceeding expectations. Study types: concepts, segmentation, product use/sensory, names, packages, product design, advertising, customer satisfaction, awareness/attitude/usage, tracking, pricing, problem detection, promotions, positionings, promises. Data collection techniques: Internet/mobile, telephone, central-locations, mail and in-person. Qualitative and quantitative methodologies.

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rabinresearch.com

Russell Research Inc.

Founded 1946 | 85 employees
John DeBiasio, CEO

Russell Research helps some of world's most innovative B2B-focused organizations improve their customer experience through custom research. Using best-in-class research practices, we deliver actionable insights across B2B categories for journey mapping, touchpoint exploratory, competitive strategy, product innovation, marketing development and results tracking. With more than 70 years of experience in B2B research, recent studies spanning 100+ countries and in-house capabilities including an executive telephone center and recruitment facility, Russell Research is uniquely positioned to meet the growing needs of B2B marketers.

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SIS International Research

Founded 1984 | 75 employees
Ruth Stanat, CEO

SIS International Research is a global market research and strategic market intelligence company providing full-service consumer, B2B, automotive and health care research. Our services include recruitment, fieldwork, data collection, interviewing, analysis and reporting. Our research solutions include focus groups, surveys, multi-country B2B interviews, product testing, in-home usage tests (IHUTs), concept testing, brand research, usability research and surveys. Uniquely, SIS has a strategy research unit providing market sizing, market opportunity and entry strategy, benchmarking and competitive intelligence. Our coverage is nationwide USA and worldwide. Our headquarters and focus group facility is located in New York and our key regional offices include London, Shanghai and Manila.

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SSI (Survey Sampling International)

Founded 1977
Chris Fanning, President and CEO

Celebrating 40 years in business, SSI is the premier global provider of data solutions and technology for consumer and business-to-business survey research. SSI reaches participants in 90+ sample countries via Internet, telephone, mobile/wireless and mixed-access offerings. SSI staff operates from 40 offices and remote staff in over 20 countries, offering sample, data collection, CATI, questionnaire design consultation, programming and hosting, online custom reporting and data processing. SSI's employees serve more than 3,500 customers worldwide.

Phone 203-567-7200
www.surveysampling.com

The StarPoint Consulting Group

Founded 1998 | 4 employees
Jerry Cole, CEO

The StarPoint Consulting Group has been deeply involved in B2B research since its inception in 1998. Our primary engagements have involved private label branding, industrial tool sales, the MRO space and the automotive aftermarket. We emphasize telephone or online interviews with key decision makers, sales leaders and industry specialists to highlight new business opportunities and to identify strategies and tactics that strengthen existing marketing efforts. We currently are assisting a major manufacturer of precision tools with a complete revamp of their sales training materials to focus on their brand's unique features, legendary durability and industry-leading innovations.

Phone 773-342-5660
www.starpointgroup.com

Names of Note

■ **Tom Zambrotta** has joined retail intelligence and advertising technology company *Crealytics*, New York, as head of retail strategy.

■ *SugarCRM Inc.*, a Cupertino, Calif., customer relationship software company, has appointed **Kai Petzelt** as vice president of product marketing.

■ *Eyereturn Marketing*, Toronto, has appointed **Jamie Armstrong** as director, marketing research and data solutions. The company has also promoted **Janelle DeCelis** to senior director, client services and **Mike Schulz** to vice president, engineering operations.

■ Researcher **Burke, Inc.**, Cincinnati, has promoted **Diane Surette** to the newly-created position of chief client officer.

■ *Phoenix Marketing International*, headquartered in Rhinebeck, N.Y., has appointed **Andrew Grant** as president of European operations.

■ Chicago-based health care technology company *PreparedHealth* has named **Iqbal Brainch** as CMO.

■ Research company *Abt Associates*, Bethesda, Md., has appointed **Dan Gunther** as vice president of enterprise platforms.

■ *Wheelhouse Digital Marketing Group*, Seattle, has promoted **Casey Curtis** to vice president of digital strategy.

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■ Multi-service research firm *3Q Global*, Jupiter, Fla., has expanded its sales force with the addition of **Tony Soares**.

■ **Bonnie Breslauer** has joined Los Angeles-based panel company *Active Measure* as chief customer officer.


Breslauer

■ U.K.-based *DJS Research* has hired **Simon Driver** as research director.

■ *Competitive Edge Research*, San Diego, has hired **Lawrence Sherman** as research manager.

■ In London, researcher *Lightspeed* has appointed **Angie French** as CEO, EMEA and a member of the company's board of directors.


French

■ London-based marketing agency *iProspect* has appointed **Rohan Philips** as global chief product officer. Philips will be based in Singapore.

■ *Dunkin' Donuts*, Canton, Mass., has appointed **Tony Weisman** as U.S. CMO.

■ Nuremberg, Germany, researcher *GfK* has appointed **Cheong Tai** as general manager for Asia-Pacific and **Margret Schuit** as general manager for Southern Europe.

■ India-based research company *MRSS India* has appointed **Swee Woon Tan** as managing director, Asia-Pacific, and **Michelle Ng** as director of Market Probe Singapore, which MRSS India recently acquired.

■ *Civicom Marketing Research Services*, Greenwich, Conn., has appointed **Annie McDannald** as global manager.

■ Connecticut-based insights consultancy *Vertigo Partners* has hired **Wendy Waesche** as a senior storyteller and **Jenny Brandt** as a project director.

■ Leuven, Belgium, research consultancy *Haystack* has announced a new advisory board chaired by **Dan Foreman** and **Pieter Goiris**.

■ Marketing analytics firm *Analytic Partners*, headquartered in New York, has added **Achim Schoeneich** as managing director for Germany. Schoeneich will lead the company's new Hamburg, Germany, office.


Schoeneich

■ Health care analytics firm *MedeAnalytics*, Emeryville, Calif., has appointed **Kerry Martin** as senior vice president of sales.

■ *MFour Mobile Research*, Irvine Calif., has hired **Kyle Sausser** as senior solutions executive and **Jason Ebenstein** as senior product manager.

■ The board of directors for Reston, Va., firm *comScore* has formed a special committee, composed of Independent Directors **Jacques Kerrest** and **Sue Riley**, which unanimously recommended a refreshment of the board and its membership. Seven directors will depart from the board, reducing the size to five members: **Gian Fulgoni** (CEO); **Jacques Kerrest**; **Bill Livek** (president and executive vice chairman); **Sue Riley**; and **Brent Rosenthal**. The board has also appointed **David Kay**, co-founder and managing partner of

CrossCountry Consulting, as interim chief financial officer and treasurer. Kay succeeds **David Chemerow**, who resigned on Sept. 8.

■ *The ESOMAR Foundation*, Amsterdam, has appointed **John Kearon** as its new president. Kearon will succeed **Gunilla Broadbent**, who has held the role since 2013.

■ In Boston, research technology company *ZappiStore* has appointed **Jared Carr** as VP of strategic client transformation.


Carr

■ Lambertville, N.J., health care advisory firm *KYBORA* has appointed **Michael Rosenberg** and **David Luery** each as executive vice president, global commercial intelligence.

■ Encino, Calif., research company *Innovate* has hired **Rie Nagai** as managing director for the EMEA region.

■ Data and insights company *Critical Mix*, London, has appointed **Matt Shepherd** and **Jon Williams** as sales directors.

■ **Jesse Itzkowitz** has joined the *Ipsos Behavioral Science Center*, based in New York City.

■ Virginia Beach, Va., research agency *Issues & Answers Network Inc.* has promoted **Kitty Cook** to vice president, market research and political science and **Mohit Gour** to vice president, global research.

■ **Caroline Bastide** has joined France-based research firm *Strategir* as digital and services director.

■ Marketing intelligence and optimization company *Grapeshot*, New York, has appointed **Anshu Khurana** as SVP analytics solutions where she will lead the company's new insights and analytics products division.

■ *Simmons Research*, New York, has added **Brad Bedford** as vice president of media sales.

■ *Nielsen*, New York, has added **Guerrino De Luca** as a member of its board of directors.

■ **Gerhard Hausruckinger** has joined research company *The NPD Group* as group president for Europe and APAC.

■ London-based researcher *Kantar Public* has appointed **Grant Fitzner** as U.K. CEO and **Michael Davis** as global COO.

■ Columbia, Md., marketing agency *Merkle* has appointed **Mac Delaney** as senior vice president, media investment and strategy.

■ Seattle-based professional services company *Urgenci* has promoted **Cassandra Snyder** to director of research and recruitment.

■ Omaha, Neb., research company *The MSR Group* has appointed **Thomas Hatton** as president and CEO. Hatton succeeds **Richard Worick**, who will become chairman and founder.

■ Indianapolis-based marketing technology firm *PERQ* has promoted **Muhammad Yasin** to vice president, marketing.

Research Industry News

News notes

■ Warren, N.J., researcher **Lightspeed Health** has been awarded ISO 20252 and 26362 certifications by CIRQ, a subsidiary of the Insights Association. ISO 20252 is designated for market, opinion and social research and suitable for both qualitative and quantitative project management. ISO 26362 is designated for access panels in market, opinion and social research and suitable for panel management.

■ Nuremberg, Germany, researcher **GfK** announced a transformation and investment program in an attempt to become a more client-centric organization and improve its ability to adapt to new market conditions. The company plans to invest about €100 million and to finance the program by generating about €200 million in cost synergies globally over the next two years. GfK says it will also move away from the previous set up of consumer experiences and consumer choices business units, with the two teams instead driving the business of GfK Digital and GfK Research. The company also plans to move to one office per country.

■ **The University of Texas at Arlington MSMR Alumni Association** is accepting speaker applications for its marketing research conference being held on April 12, 2018. The application deadline is Nov. 17, with speakers being officially notified of acceptance by Dec. 1.

■ Philadelphia-based research firm **TRC** is celebrating 30 years in the marketing research business.

Acquisitions/transactions

■ Canada-based technology company **Iversoft** has acquired digital marketing agency **ReSoMe Inc.** ReSoMe Co-Founder Shawna Tregunna and her team will join Iversoft's new digital marketing and analytics division.

■ Burlington, Mass., health care researcher **Decision Resources Group** (DRG) has completed the acquisition of data technology start-up Context Matters. The acquisition will combine the Context Matters data model, which links global regulatory and health technology assessment data to clinical trial data, with DRG's suite of products and services.

■ Baltimore-based digital agency **Enradius** has acquired **Changeup Marketing**, a digital marketing consultancy based in Frederick, Md. Changeup Marketing Owner Kelly Jarvis will be chief revenue officer at Enradius. The acquisition will add two employees and Changeup's existing client base to the Enradius roster.

■ Canada-based customer intelligence platform **Vision Critical** has acquired Toronto-based software company **Pressly**. Pressly's technology will be added to the Vision Critical portfolio, giving its customers a solution they can use to curate, present and share insight with internal stakeholders and community members.

■ Westport, Conn., firm **Imperium**, which provides anti-fraud solutions for the market research and e-commerce industries, has entered into an agreement to lead a merger with data validation and identity verification solutions firm **TrueSample**. The two companies will operate as separate entities during an integration period under the leadership of Imperium Founder and CEO Marshall C. Harrison.

■ **Macromill Inc.**, a research company headquartered in Tokyo and Rotterdam, Netherlands, has acquired Farmington, Conn., research agency **Acturus**. The transaction was made through MetrixLab US Inc., Macromill's consolidated subsidiary in the U.S. Acturus will be fully integrated into MetrixLab. The acquisition will bolster Macromill and MetrixLab's offer in the U.S. and U.K. by adding 80 research specialists to the company, including Acturus Principals Dale Lersch, Gigi Ryan and Kevin Moran.

Alliances/strategic partnerships

■ Needham, Mass., marketing intelligence software company **Visual IQ** has formed a partnership with data connectivity services provider **LiveRamp**. The partnership will provide Visual IQ customers with a people-based view of the consumer journey across digital and offline marketing channels and allow them to measure and optimize marketing and media tactics based on their online and offline impact.

■ **L&E Research**, Raleigh, N.C., has formed partnerships with technology companies **Aha!**, **IDG** (Informed Decisions Group), **Isobar** and **LivingLens**. The partnerships will provide clients with methodologies in virtual reality, video analytics, online emotional measurement tools, in-the-moment online tools and L&E's 360° streaming.

quirks.com/articles/2017/20171114.aspx

■ Market research platform **AYTM** (Ask Your Target Market), San Francisco, has become an advisory board member and partner of the Master of Marketing Research (MMR) program at the **University of Georgia's Terry College of Business**. The partnership will focus on providing AYTM's research tools and access to over 25 million respondents to UGA MMR students.

■ U.K. health and beauty retailer **Boots UK** has partnered with Chicago-based researcher **IRI** to develop and operate a range of customer insight tools for its product brands.

■ Wilton, Conn., consumer insights firm **Toluna** has formed a strategic partnership with **reward-U**, a loyalty program founded by Hong Kong airline HK Express. Through the partnership, reward-U members can join Toluna.com and participate in surveys that are available via Toluna's integrated survey platform.

■ Denmark-based advertising technology company **Adform** and Plano, Texas, firm **Research Now** have formed a partnership that will allow Research Now's first-party data to be integrated with Adform's advertising platform Advertiser Edge. Adform clients will also have access to Research Now's Audience Validation solution to view the actual exposed audience to a digital campaign to assess effectiveness in reaching their intended universe.

■ Shelton, Conn., researcher **SSI** has formed a partnership with omnichannel identity resolution company **LiveRamp**. The partnership allows marketers to combine survey-based research with people-based marketing initiatives, giving them access to: targeted surveys based on commercially-available segments or other data activated through LiveRamp for people-based marketing; the ability to create segments by directly collecting data for a seed list and making these segments available via LiveRamp's IdentityLink Data Store feature; and access to audience profiles for improved measurement and reporting.

■ El Segundo, Calif., research company **ProdegeMR** is partnering with consumer insights platform **Lucid** to access its Fulcrum distribution channel in the European market. The partnership allows Lucid to enhance its scale and capabilities in the European market and allows ProdegeMR to expand its sample supply throughout Europe from its offices in London and Berlin.

■ U.K. video insights company **LivingLens** and U.K. research company **Cello Health Insight** have expanded their partnership with a two-year agreement. The partnership will allow LivingLens to provide Cello Health Insight with video capture and analytics capabilities.

■ Oslo, Norway, research solutions firm **Confirmit** has partnered with mobile messaging firm **Infobip**. Through the partnership, Infobip's SMS technology will be integrated with Confirmit's SMS Flex extension, which offers a streamlined process for the design and deployment of SMS surveys.

■ Jersey City, N.J., firm **Fractal Analytics** has formed a partnership with Chicago-based behavior architecture firm **Final Mile Consulting**. The partnership will combine data sciences and behavioral sciences to improve decision-making.

Association/organization news

■ **The Insights Association**, Washington, D.C., has filed comments with the Federal Communications Commission, urging for the establishment of a database of reassigned cell phone numbers to improve TCPA compliance by dialers and telephone sample providers as well as a safe harbor to protect legitimate businesses that access the database.

■ The council of the **Alliance of International Market Research Institutes** (AIMRI) has agreed on a resolution to dissolve AIMRI and for members to be transferred to the new international chapter of the Insights Association.

Awards/rankings

■ Los Angeles-based nonprofit **Women in Research** has launched the MRX Diversity Champion Award, a new award program in collaboration with **Knect365**. The award recognizes someone in the research field who has made a commitment to supporting a diverse workforce and who is a proponent for value systems that support equality and inclusion.

■ **GfK**, New York, is holding its 2017-2018 Next Generation Competition for undergraduates. The competition calls for students to identify a marketing issue to study and propose a self-funded research project to provide answers to that problem. Finalists will be chosen to conduct their research and report on their findings and implications. The winning team receives $1,000 and a visit with GfK experts to learn more about consumer insights as a career. The deadline for initial entries is Dec. 1, with finalists being notified on Dec. 15.

■ Shelton, Conn., researcher **SSI** has announced the winners of its QUEST Awards for survey excellence at ESOMAR's Congress in Amsterdam. The companies earning Best in QUEST awards include:

Givaudan France SAS in the consumer category; **Schlesinger Interactive** in the B2B category; **WeddingWire** in the trackers category; and **SurveyUSA** in the mobile category. A complete list of winners can be found on SSI's Web site.

■ Alexandra Chirilov, senior marketing scientist for Nuremberg, Germany, researcher **GfK**, has received the **ESOMAR** Corporate Young Professional Award for her presentation, "Virtual reality meets traditional research. Or the reality behind virtual reality enhanced interviews." The award was presented at the ESMOAR Congress in Amsterdam.

■ U.K. research solutions firm **E-Tabs**' Dashboard Design Service has received the Best Support Services Award at the 2017 MRS Operations Awards.

■ Jared Feldman, CEO of New York-based emotional measurement firm **Canvs**, has been selected as the 2017 Advertising Research Foundation Great Minds Award Winner in the Young Pro category.

New accounts/projects

■ Stamford, Conn., researcher **SmartRevenue** has renewed its Professional Consumer Research Services contract with the **Dallas Fort Worth International Airport** for a second year. SmartRevenue provides on-site multilingual and English-speaking ethnographers to conduct quantitative and qualitative surveys for the airport's marketing services department.

■ The **Memphis Grizzlies** NBA team has selected Kansas City, Mo., marketing analytics firm **Alight Analytics** to provide analysis and measurement of the team's marketing performance. The team will be partnering with Alight's Insight Analytics Group, its professional services division.

New companies/new divisions/ relocations/expansions

■ **NBCUniversal**, New York, has created a unified research group that will focus on aligning all of the company's sales research, insights and data capabilities across every platform and partnership offered by the company. The group will be led by Kavita Vazirani as executive vice president, strategic insights and analytics.

■ Research company **Vital Findings** has announced a fully redesigned brand identity, company Web site and downtown Culver City, Calif., office space.

■ Location intelligence company **Cuebiq** has moved its headquarters in New York City to a new, larger office space in Manhattan. The company has also promoted Michael Della Penna to chief revenue and growth officer. Cuebiq will continue to expand its New York-based team this year, with plans to hire 13 positions for the rest of 2017 in sales, marketing, product and customer success.

■ **Sprylytics**, a Toronto-based boutique research and data firm, has been launched by Vlad Plouts and Mel Fernandes.

■ Portsmouth, N.H.-based research technology firm **Sentient Decision Science** has opened a new office in London. Joe Sauer will oversee the company's European expansion.

■ San Francisco-based researcher **InfoScout** will begin offering services in the U.K. market beginning Jan. 1, 2018. New services include shopper surveys, Buy & Why studies and an insights platform.

■ **Assistance in Marketing**'s Los Angeles location has moved to 1640 S. Sepulveda Blvd., Suite 500.

■ **Outra**, a U.K. data and insights firm, has been launched. The company says it combines its qualitative and quantitative data with clients' company data using modeling, analytics and opinions to help companies better understand customers. Outra was founded by Giles Mackay and the leadership team will include Simon Hay as CEO, Jim Messina as executive chairman and Lynton Crosby.

Research company earnings/ financial news

■ San Antonio-based marketing services firm **Harte Hanks** reported revenues of $94.9 million for first-quarter 2017, compared to $99.6 million during the same quarter last year, representing a 4.7 percent decline.

■ U.K. health care and consumer marketing firm **Cello Group plc** reported revenue of £78.7 million for the six-month period to June 30, 2017, compared to £80.7 million during the same period last year.

■ Boston-based marketing technology firm **WEVO** has raised $1.6 million in seed funding. The company is launching a platform for digital marketers to test and improve Web site conversion before going live. The platform predicts conversion testing outcomes, provides audience insight and helps marketers build a more effective Web site.

CALENDAR OF EVENTS

can't-miss activities

CRMI will hold the 2017 SCORE Conference on **November 1-2** at the Seaport Boston Hotel in **Boston**. Visit bit.ly/2xUG9c7.

MRIA will hold its Qualitative Research Conference on **November 2-3** in **Toronto**. Visit qrc2017.mria-arim.ca.

ESOMAR will hold its Global Qualitative 2017 event on **November 5-7** at the Crowne Plaza Porto in **Porto, Portugal**. Visit www.esomar.org.

The Merlien Institute will hold its MRMW Europe 2017 event on **November 8-9** in **Berlin**. Visit eu.mrmw.net.

featured

The Martec Group will hold a Webinar titled, 'Net Emotion Score - Measuring Your Emotional Connection with Customers,' on **November 8 at 1:00 p.m. CST.** Visit bit.ly/2xZ26ql.

American Association of Advertising Agencies will hold its 2017 CreateTech conference on **November 9** in **Los Angeles**. Visit createtech.aaaa.org.

KNect365 (IIR) will hold its 2017 OmniShopper International event on **November 13-15** at Tryp Barcelona Apolo Hotel in **Barcelona, Spain**. Visit marketing.knect365.com/omnishopper-intl.

The New England Insights Association will hold its 2017 Fall Conference on **November 14** at the Conference Center at Waltham Woods in **Waltham, Mass.** Visit bit.ly/2gNdMbj.

The Strategy Institute will hold the 4th Annual Digital Marketing for Financial Services Summit U.S. event on **November 14-15** in **New York**. Visit bit.ly/2xasCj8.

MRS will hold its Financial Services Market Research conference on **November 16** in **London**. Visit www.mrs.org.uk.

ESOMAR will hold its Big Data World 2017 event on **November 27-29** in **New York City**. Visit www.esomar.org.

American Economic Association will hold its Annual Meeting on **January 5-7** in **Philadelphia**. Visit www.aeaweb.org/conference.

MREF will be taking a vision trip to Haiti to visit the Joseph School on **January 18-21**. Visit mrgivesback.org.

IQPC will hold the Customer Insight and Analytics Exchange event on **January 24-25** in **London**. Visit bit.ly/2gb19DP.

QRCA will hold its 2018 Annual Conference on **January 24-26** at the Phoenix Marriott Tempe at The Buttes in **Phoenix**. Visit www.qrca.org.

Quirk's will hold its 2018 Quirk's Event - West on **January 30 - 31** at Hotel Irvine in **Irvine, Calif.** Visit www.thequirksevent.com.

KNect365 (IIR) will hold The Media Insights and Engagement Conference on **February 6-8** at the Miami Beach Resort and Spa in **Miami Beach, Fla.** Visit bit.ly/2eyPzmx.

The 2018 Pharma Market Research Conference USA event will be held on **February 14-15** in **Newark, N.J.** Visit bit.ly/1Sh6Yhi.

African Market Research Association will hold the Africa Forum 2018 event on **February 22-23** in **Nairobi, Kenya**. Visit africanmra.org/AMRAWeb.

AMA will hold its 2018 Winter Academic Conference on **February 23-25** at the Sheraton New Orleans in **New Orleans**. Visit www.ama.org.

Quirk's will hold its 2018 Quirk's Event - East on **February 27-28** at the Marriott Brooklyn Bridge in **Brooklyn, N.Y.** Visit www.thequirksevent.com.

The 2018 Pharma CI European Conference and Exhibition will be held on **February 27-28** in **Lisbon, Portugal**. Visit bit.ly/2xSy2N7.

NMSBA will hold the Neuromarketing World Forum on **March 7-9** in **Singapore**. Visit bit.ly/P3Zi3Q.

UTA MSMR Alumni Association will hold their annual insights conference for the industry on **April 12** in **Arlington, Texas**. Visit msmralumni.org.

PAA will hold its 2018 Annual Meeting on **April 26-28** at the Sheraton Denver Downtown in **Denver**. Visit bit.ly/2xgZ131.

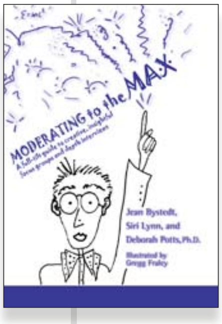
NMSBA will hold its Shopper Brain Conference - USA event on **June 7-8** in **New York**. Visit bit.ly/2gGCVAZ.

EphMRA will hold its 2018 Conference on **June 26-28** at the Congress Centre in **Basel, Switzerland**. Visit www.ephmra.org.

NMSBA will hold its Shopper Brain Conference - South America event on **August 30-31** in **Rio de Janeiro**. Visit bit.ly/2j3FGR1.

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.

ESSENTIAL READING FOR RESEARCH PROFESSIONALS

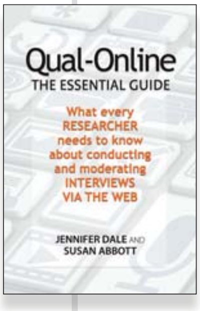


Moderating to the Max

A Full-Tilt Guide to Creative, Insightful Focus Groups and Depth Interviews

Detailed instructions for more than 20 techniques that will deepen focus group findings and bring life to a fading group. From perceptual mapping to personification, you will never again have to guess whether a technique is the right one for the occasion. Full of examples and illustrations, the book's emphasis is on "play": how fun exercises can inspire focus group respondents to reveal deeper motivations.

160 pages, 7x10, 978-0-9830436-2-1 $34.95 paper

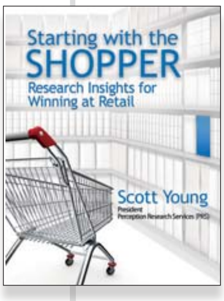


Qual-Online: The Essential Guide

What Every Researcher Needs to Know about Conducting and Moderating Interviews via the Web

From the types of tools at your disposal to planning your first online study, this extensive guide will help you understand the sequence of steps to follow, timing, and costs involved and help you manage all of the useful insights you will gather—making your job of sharing information with your client that much easier and your reports more robust. *The* must-have guidebook.

216 pages, 6x9, 978-1-941688-26-7 $29.95 paper

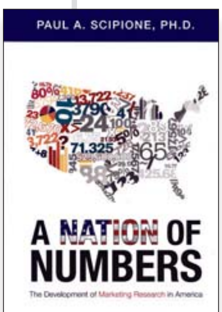


Starting with the Shopper

Research Insights for Winning at Retail

Actionable insights, case studies and "lessons learned" from thousands of studies conducted by Perception Research Services, a global leader in packaging and shopper marketing research. What works in store, in home and online, and how best to apply shopper research to drive and measure success.

136 pages, 7x 9, full color; 978-1-941688-23-6 $39.95 paper



A Nation of Numbers

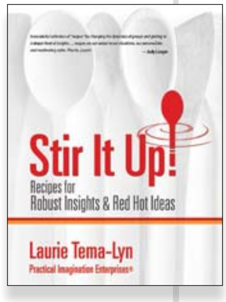
The Development of Marketing Research in America

Paul Scipione identifies the factors and events that came together to make America the birthplace of marketing research and documents how far the marketing research industry has come in its first 100 years, morphed from analog to digital, with new tools in big data and advanced analytics, observation of actual consumer behavior via scanning UPC codes, and advances in the neurosciences, and speculates where the industry will be in the future.

546 pages, 7x10, 978-0-9852482-2-2 $49.95 cloth

Stir It Up!

Recipes for Robust Insights & Red Hot Ideas

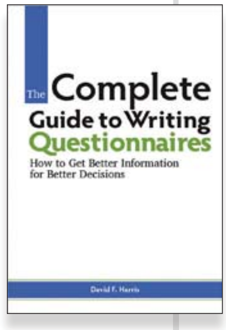


From time to time, every moderator, meeting chairman, or in-depth interviewer needs fresh ideas to jazz up a tired group or reenergize a flagging meeting. Here are 50 fresh ideas for exercises in an easy-to-use cookbook format. Organized by category, from Ice Breakers to Idea Developers each "recipe" (exercise) is presented with a brief description, an estimation of time required, a list of materials needed, instructions for how to do it, and useful tips.

140 pages, 7x9, 978-0-9830436-3-8 $24.95 paper

The Complete Guide to Writing Questionnaires

How to Get Better Information for Better Decisions

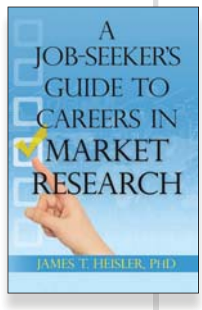


A comprehensive framework for creating questionnaires from planning research to support decision-making, conducting qualitative research, and planning the questionnaire before you begin writing questions, with guidelines to make questions clear, answerable, easy, and unbiased for the three most common tasks researchers ask respondents, and how to properly pretest a questionnaire.

220 pages, 7x10, 978-0615917672 $54.00 paper

A Job-Seeker's Guide to Careers in Market Research

How to Decide if a Career in Market Research is Right for You



An authoritative guide to the market research industry at the beginning of the 21st century, its size and scope, what value it provides, who works in the field, who uses it and for what decisions, the market research process, common methodologies, growth prospects for the industry, and more. The book explores market research as a career choice—skills, education, and training; how to get that first job, moving upward, potential earning power, success profiles, and stepping stones to related careers.

174 pages, 6x9, 978-1-941688-31-1 $34.95 paper

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10 minutes with...

John Lo

Director, Marketing Intelligence, University of British Columbia

"Research panels are living entities that need to be fed and nurtured."

How did your role as an instructor of marketing research affect the way you look at mentorship within the MR industry today?

A common component of marketing research pedagogy and curriculum is team-based projects to investigate actual business needs and challenges. I've supervised such projects both as an instructor and as a client. And through those experiences I've learned that it's important to recognize where individual team members are at, both in terms of their skill levels, as well as general aspirations. Not every student wants to pursue a career in marketing research and not every team member wants to stay a researcher. I think good mentorship is coaching mentees for the roles they want, not the ones they are in.

As the director of marketing intelligence at the University of British Columbia, what tips would you have for a university that is just beginning to incorporate student or alumni research?

Universities need to take the view that students are future alumni – they are often treated as separate segments or audiences for the university, but in reality it is a single academic and life journey. Students' experiences throughout their undergraduate programs influence their decision to return as a graduate student and/or to donate back to the university in terms of money, time or mentorship. So if institutions really want to understand alumni engagement, start evaluating the impact of key moments-of-truth for students. Unfortunately, at most universities, research on students and research on alumni are managed by separate teams in separate departments with little visibility to what the other is doing.

Second, many universities are publicly funded institutions, with corresponding accountabilities. As such, marketing research programs often need to include public consultation components. That is, depending on the topic or issue, traditional statistics-based arguments of what would be reliable research may not be sufficient. And in some scenarios, it is equally important to get input from parents, faculty and donors as it is to hear from students and alumni.

What do you think is the biggest misunderstanding within the MR industry regarding panel research?

At the University of British Columbia, I helped to establish one of the first higher education institution insight communities. And over the years, I've had the pleasure of speaking with many other universities who are contemplating setting up their own insight community. I would say that the most frequent caution I share is to not look at panel research as a survey project. Rather, research panels are living entities that need to be fed and nurtured. Not only are resources needed to sustain it but new engagement topics need to be constantly sourced – and it is best that these topics come from across the organization. In short, when you start a panel research program, it is a long-term proposition for both the organization and the panel members you recruit.

Read the full interview at quirks.com/articles/2017/20171122.aspx.