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raises its research game

Understanding the needs
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Quirk's Marketing Research Review
April 2018
Volume XXXII Number 4
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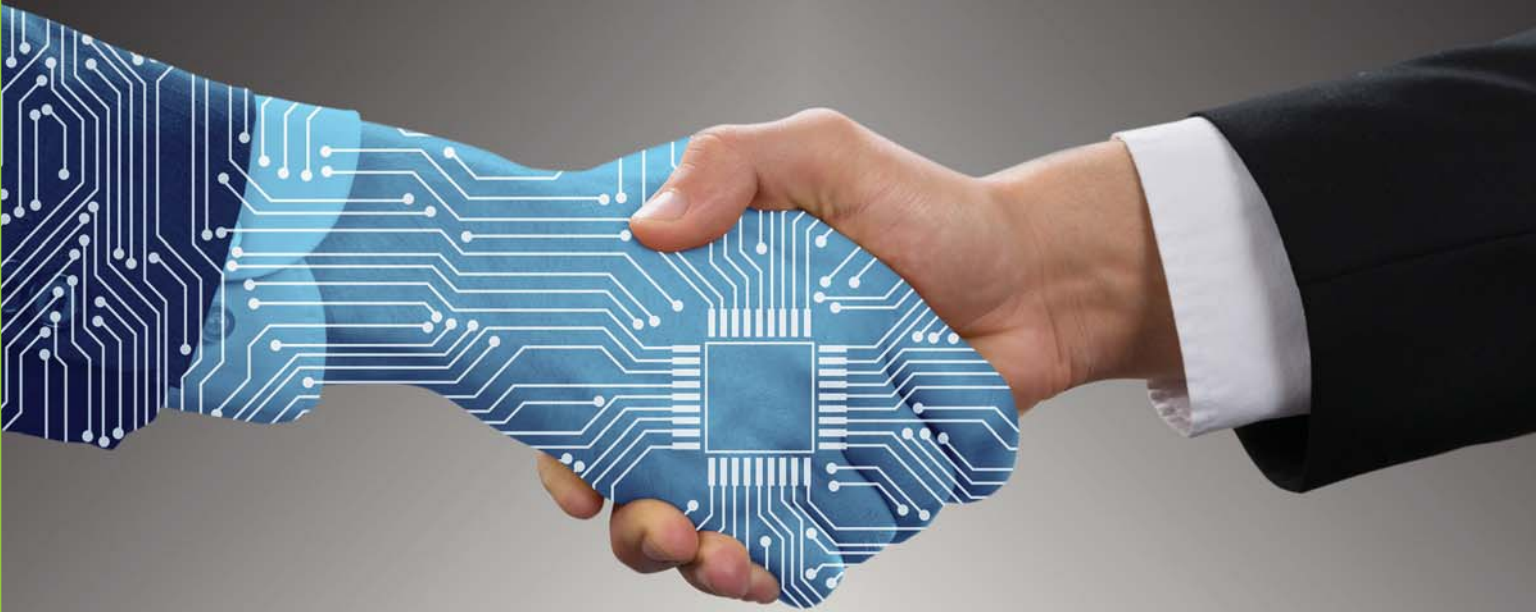
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// Noted Posts

... social media

Buzz from the #QuirksEvent 2018

Attendees at the #QuirksEvent in Irvine, Calif., on January 30-31 and Brooklyn, N.Y., on February 27-28 were all a-Twitter. We asked you to share your thoughts throughout the event and we were humbled by the overwhelmingly positive tweets!

Here are just a few tidbits attendees shared during event sessions:

@LisaCourtade

"Researchers are smart people and they like to give answers. But if you only answer questions with data and don't stop to consider the business context, then you simply become an order-taker." Bruce Olson @MMRRResAssocs #mrx #QuirksEvent

@JC_Nicole

At #QuirksEvent hearing how @SKIMgroup helped @blueapron menu planning #conjoint #MarketResearch great event @QuirksMR

@keenasmustard

Room agrees survey length is shortening. But is 17 to 15 mins enough? And is it really happening anyway? #mrx #bigdata #QuirksEvent @melcourtright

@Dina3818

Over \$300M is lost in revenue by not handling customer complaints correctly according to a 2017 study #CustomerExperience #QuirksEvent

Thank you to everyone who joined in on the conversation! If you haven't already, follow us on Twitter @QuirksMR.

// E-newsworthy

Tips for leveraging video feedback

www.quirks.com/articles/2018/20180325-2.aspx

Setting the record straight: Market research isn't evil

www.quirks.com/articles/2018/20180325-1.aspx

The benefits of pairing behavioral analytics with primary research

www.quirks.com/articles/2018/20180226-2.aspx



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Ads, marketing and the Millennial dad

<http://bit.ly/2HDVxNx>

Emotion, excitement and entertainment: A look at Super Bowl LII Ads

<http://bit.ly/2peCWAa>

My husband's leery of phone surveys

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The employment landscape in 2018

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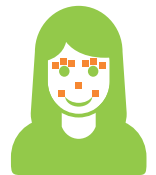
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●●● employee research

Workplace moods make a difference

Organizations that harness employees' moods and feelings – and actively manage and help workers with disruptive emotions – outperform organizations that ignore emotions or force members to suppress undesirable ones.

Myeong-Gu Seo, a management professor at the University of Maryland's Robert H. Smith School of Business, worked with

Michael Parke of London Business

School to study just how much

emotions and moods play into

an organization's overall climate

and how that climate

affects big-picture organizational

relationship-building, productivity,

creativity and reliability

performance.

Whether intentionally or unintentionally,

the researchers say company practices, leaders

and routines together create environments that

encourage certain types

of emotional experiences or

expressions among employees,

specific uses of desirable emotions for

functional goals and particular ways to manage

undesirable emotions and moods.

Seo and Parke identified six different mood-based climates – ranging from

workplaces that suppress positive, negative or any display of emotion to those that

welcome positive, negative or all authentic emotional experiences and expressions

– and how each can impact organizational outcomes.

Managers should assess their organization's climate and make sure that it

aligns with their strategic goals, say the researchers. If it doesn't, managers

should be more intentional and strategic in helping to shape the climate, and if

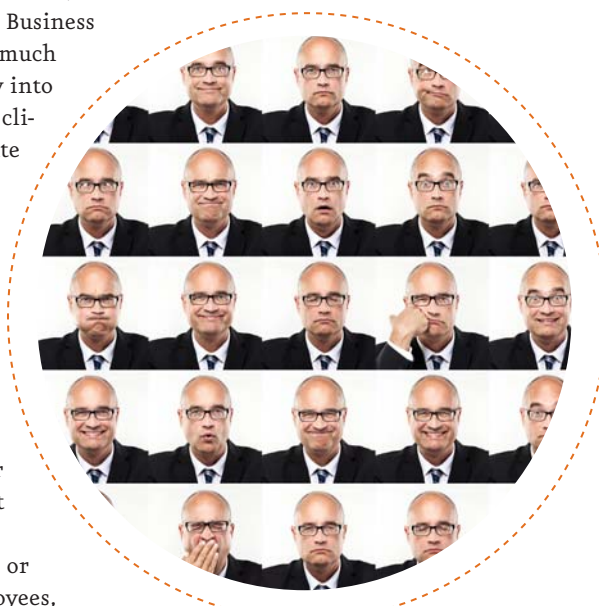
necessary, take actions to change the

existing climate or to try to establish a

more beneficial one from the outset.

"The role of affect climate in organizational effectiveness" is featured in

the *Academy of Management Review*.



www.quirks.com/articles/2018/20180401.aspx



●●● multicultural

Many report economic uncertainty despite better 2017

A report by Burbank, Calif., firm ThinkNow Research shows that though consumers experienced greater employment and steady or slightly increased income last year, they are less optimistic about the economy in 2018.

Most Americans' household income stayed the same in 2017 and slightly more consumers (41 percent) reported no major shifts in income compared to 2016 (38 percent). One-third (33 percent) experienced an improvement in income, compared to the previous year at almost 40 percent. Hispanics were most likely to report higher incomes in 2017 at 35 percent but this represented a decrease from 2016 (43 percent).

Americans appear less optimistic about the U.S. economy in 2018, with 42 percent saying they believe it will worsen or are unsure where things are headed this year. African-Americans were the least optimistic about the economy improving in 2018 and 23 percent think it will worsen. This compares to 36 percent of non-Hispanic whites who believe the economy will improve this year, down from the previous year at 47 percent.



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Item for your to-do list: speak at a Quirk's Event

In a recent Trade Talk, I invited you to submit story ideas and was happy to receive such a great response. Well, I'm back this time with a new entreaty: speak at one of our Quirk's Events!

For 2019 we are adding a Quirk's Event in London (February 12-13) to go along with our two U.S.-based events in Brooklyn, N.Y. (March 5-6) and Chicago (April 2-3), which means that our need for presenters has expanded by quite a bit.

Specifically, we're looking for client-side researchers who are interested in sharing their knowledge and experiences with the hundreds of their peers who attend each of our gatherings. With this being our first time in London, I'd especially love to hear from any Europe-based corporate insights pros who would like to help us deliver the same kind of content that led 94 percent of the 2018 Brooklyn attendees we surveyed to say they were "likely" or "very likely" to recommend the event to their peers!

As with the articles in our magazine and e-newsletter, just about any topic related to marketing research is of potential interest, from case stud-

ies of successful projects (or, if you're brave enough, unsuccessful ones!), tips and tricks for using certain methods or techniques, the thrilling tale of how you raised the profile of the insights function within your organization or how you reworked your company's outdated approach to b2b segmentation.

As I often tell prospective authors or presenters who are searching for suitable topics, think about what you would like to read an article on or see a peer speak about. Odds are, if you're interested, you're not the only one.

And don't self-edit. You may think your topic or story is potentially boring or uninteresting to anyone else but you're wrong. I can't count the number of times I've had conversations with client-side researchers about the fascinating work they're doing, only to have them invariably add, "But that's probably not worth writing or presenting about..." Uh, yes it is!

Also, don't worry if you're not the Tony Robbins of marketing research presenters. Being an engaging speaker is obviously a plus but I've sat through scads of talks where the presenter was polished and charming and clearly knowledgeable but offered very little of substance. (Actually, that pretty much describes the majority of keynotes I've seen in recent years.) On the flipside, I



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Joe Rydholm can be reached at joe@quirks.com

have also witnessed speakers struggle through their talks but still deliver valuable insights. To me, what makes a solid presentation boils down to a few key things but primary among them are the quality and usefulness of the information you're imparting. If you've got a good story to tell, you're halfway there.

While we can't cover your airfare or hotel, as a client-side speaker at a Quirk's Event we will certainly comp your entry into the conference (though when it's usually under \$150 to attend our events anyway, perhaps that's not a huge enticement!) and you'll end up with a nice achievement to add to your CV.

Even if you're not interested in speaking, I'd love to hear your input for topics you would like to see covered at our conferences. Our team does its best to assemble the tracks at each event and we aim for a wide mix of industries (from CPG to entertainment to financial services, etc.), techniques and topics but we are always looking for new ideas.

Drop me a note at joe@quirks.com and let's get the ball rolling! 📌



www.quirks.com/articles/2018/20180402.aspx

●●● advice for researchers

ASK THE EXPERT

Expert answers to important research questions.

With so many technological changes impacting the way consumers choose brands, which trends should market researchers be focused on today?



Brian Elkins
Group Strategy Director, Heart+Mind Strategies
belkins@heartandmindstrategies.com
303-489-5010

HEART+MIND
STRATEGIES

It seems every category is undergoing some form of transformation. It is difficult to distinguish the signal in the noise and impossible to chase every trend. However, within the range of shifts underway, I believe there are universal forces that have implications for every market researcher and brand strategy practitioner. No such force will be as far-reaching nor critical to sustained market success as the paradigm of “liquid expectations.”

What do I mean by liquid expectations? Consumer experiences and expectations are no longer rooted

to legacy, insular category or brand assumptions. Consumers increasingly expect best practices from one interaction to be swiftly adopted across traditionally different contexts.

Take for example the impact of frictionless consumption: the seamlessness and ease of the Uber experience creates a desire for a similarly frictionless experience within the department store. The tailored “next best action” experience of Amazon changes consumer expectations of their cable TV platform and innovations in hospitality drive expectations for health care delivery.

Why is this so important?

People are more interconnected than ever – not only with each other but with the contexts and systems in which they live. People give, take, exchange and build connections at a rapid pace. The result is increased expectations about how we connect, why we connect and ultimately what we choose to connect with. Businesses that factor liquid expectations into their market research and strategy development will win big.

Ultimately, at Heart+Mind Strategies we believe the full spectrum of customer experience and brand resonance is best examined through the prism of human decision-making and liquid expectation. Therefore, we cross-pollinate research, strategy and category expertise at every turn to bridge insight to activation.



Tyler Kettle
International Insights Program Manager
Google

What tips do you have for client-side researchers who are interested in learning about new approaches and methodologies but don't have the budget in place to dive right in?

Leverage your research network to find people who have done similar types of work to build up case studies of how this has been done. Talk with vendors who specialize in this approach to learn about what they do and how they do it.

Identify the vendors that you would like to work with and even gather high-level proposals. Include this information in your business case on how this approach and method could solve key issues your stakeholders are facing and start to share it with your colleagues to get their feedback.

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/2018/20180455.aspx.

IN FOCUS

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



// Survey Monitor



••• african-american research

Church central to lives of many black Americans

Certainty of belief

A recent Pew Research Center Religion & Public Life report by David Masci highlighted facts about the religious lives of African-Americans. Religion, particularly Christianity, has played an outsized role in African-American history. While most Africans brought to the New World to be slaves were not Christians when they arrived, many of them and their descendants embraced Christianity, finding comfort in the Biblical message of

spiritual equality and deliverance. In post-Civil War America, a burgeoning black church played a key role strengthening African-American communities and in providing support to the civil rights movement.

From the Pew report:

Roughly eight-in-10 (79 percent) African-Americans self-identify as Christian, as do seven-in-10 whites and 77 percent of Latinos, according to Pew Research Center's 2014 Religious Landscape Study. Most black Christians and about half of all African-Americans (53 percent) are associated with historically black Protestant churches, according to the study. Smaller shares of African-Americans

identify with evangelical Protestantism (14 percent), Catholicism (5 percent), mainline Protestantism (4 percent) and Islam (2 percent).

The first predominantly black denominations in the U.S. were founded in the late 18th century, some by free black people. Today, the largest historically black church in the U.S. is the National Baptist Convention U.S.A. Inc. Other large historically black churches include the Church of God in Christ, the African Methodist Episcopal Church (AME) and two other Baptist churches – the National Baptist Convention of America and the Progressive National Baptist Association Inc.

African-Americans are more religious than whites and Latinos by many measures of religious commitment. For instance, three-quarters of black Americans say religion is very important in their lives, compared with smaller shares of whites (49 percent) and Hispanics (59 percent); African-Americans also are more likely to attend services at least once a week and to pray regularly. Black Americans (83 percent) are more likely to say they believe in God with absolute certainty than whites (61 percent) and Latinos (59 percent).

The share of African-Americans who identify as religiously unaffiliated has increased in recent years, mirroring national trends. In 2007, when the first Religious Landscape Study was conducted, only 12 percent of black Americans said they were religiously unaffiliated – that is, atheist, agnostic or “nothing in particular.” By the time the 2014 Landscape Study was conducted, that number had grown to 18 percent. As with the general population, younger African-American adults are more likely than older African-Americans to be unaffiliated. Three-in-10 (29 percent)



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African-Americans between the ages of 18 and 29 say they are unaffiliated compared with only 7 percent of black adults 65 and older who say this.

Older African-Americans are more likely than younger black adults to be associated with historically black Protestant churches. While 63 percent of the Silent Generation (born between 1928 and 1945) say they identify with historically black denominations, only 41 percent of black Millennials say the same. (When the survey was conducted in 2014, Millennials included those born between 1981 and 1996.)



●●● travel research Let's jump on a plane!

Deloitte study looks at travel trends

Travel and tourism is one of the world's fastest-growing sectors, with bookings hitting close to \$1.6 trillion in 2017. A strengthening global economy lies at the heart of industry growth. Each year, the global traveler pool is flooded with millions of new consumers from both emerging and developed markets, many with rising disposable incomes and a newfound ability to experience the world.

As taken from Deloitte's 2018 Travel and Hospitality Industry Outlook, here are some of the forces poised to drive revenue for hotels, airlines, restaurants and other players in the

travel ecosystem.

Healthy consumer spending.

Amid low inflation and low unemployment, the U.S. economy seems poised to sustain 2 to 2.5 percent growth through 2018. Consumers are at the heart of that growth. Incomes are rising, along with home values and stocks. That points to more income and more confidence to spend it.

Intense airline competition.

Downward pricing pressures are at play thanks to a mix of low fuel prices, international competition and low-cost entrants. That may be tough news for airline industry margins but low fares drive spending throughout the travel sector.

Healthy corporate travel demand. Strong economies drive business activity. Business travel is projected to grow by more than 6 percent.

From products to experiences. Travel is outpacing the demand for goods. Spending on recreation, travel and eating out is up, while spending on many durable goods and staples like clothing is down.

As always, success isn't guaranteed in 2018. Each of the travel segments has unique hurdles to overcome but driving innovation and exploring new possibilities around the travel experience are some of the challenges that transcend the sectors.

The report also looked at the various segments individually.

Hospitality. The hotel industry continues a run of strong performance and is projected to sustain strong 5-6 percent growth throughout 2018. Some analysts are concerned as this industry is usually cyclic but optimists seem to outnumber pessimists. Throughout the year, hoteliers will be looking for an opportunity in strategic places, including a revisit of the mid-scale experience, traveler-facing tech, health and wellness and loyalty.

Airlines. After a decade of underwhelming performance, large U.S. carriers are turning things around and now look to define the future of flying with key infrastructure and technol-

ogy investments. The key themes for 2018 center around low-cost cost competition, air traffic reform, cabin segmentation and leveraging maturing technology such as the Internet of Things to redefine the curb-to-gate-to-plane experience.

Restaurants. Americans now spend 44 percent of their food budgets eating out instead of cooking in. That volume represents prosperity, the family time crunch and the growth in service levels and delivery options. To seize their share of that growing pie, restaurants need to focus on key strategic imperatives, including embracing the experience, driving employee engagement, dominating delivery, competing with non-traditional players and driving operational excellence and compliance.



●●● health care research Study looks at drivers of health care provider choice

Focus on parents, Millennials

A study by Livonia, Mich., media delivery company Valassis reveals that one-third of all consumers are "in the market" for a new health care provider, with this number substantially higher among Millennials (56 percent) and parents (57 percent). Valassis' Dynamic Healthcare Consumer findings, derived from over

1,300 respondents, reveal that among those in the market for a new health care provider, 52 percent of Millennials and 49 percent of parents could be persuaded to switch providers if an alternative was less expensive.

Additionally, 55 percent of Millennials and 51 percent of parents looking for a new provider would consider changing doctors or care centers if better service was offered.

Overall, the top three reasons health care consumers are looking to make a switch is due to relocation (27 percent), a change in insurance (23 percent) and dissatisfaction with their current provider (23 percent). Seeing advertising for a different doctor or center can also have an impact, influencing 17 percent of these consumers (and 27 percent of parents).

“Consumers are in control of how and what they purchase, and increasingly, the entire buying experience,” says Valassis CMO Curtis Tingle. “We’ve seen this in the retail world and the same applies in the health care environment. Health care providers need to identify new and innovative ways to compete, as customer loyalty can be unpredictable. To acquire and retain patients, providers must listen to what matters most to their target audiences, whether it’s price, convenience or services.”

Additional takeaways:

Online research and print advertisements help fuel the health care decision-making process: 25 percent of consumers found a new provider through online research, with this number greater among Millennials (34 percent) and parents (32 percent); 61 percent of parents and 54 percent of Millennials say a print ad triggered them to research a new health condition or provider (vs. 39 percent of all consumers).

Location matters, so targeted advertising is key: 24 percent of consumers select a health care provider due to its proximity to home, providing an opportunity for smaller, local health care centers to stay competi-

tive; a majority of consumers only want to drive a half hour or less.

Health care brands must engage consumers on an ongoing basis to be successful: 39 percent of consumers – and 61 percent of parents – take as much time to research their doctor or health care center as they do when making a large retail purchase; 64 percent of consumers who research when looking for a new health care provider do so at least a month in advance before making a decision.

Valassis Dynamic Healthcare Consumer findings are based on the Valassis Awareness-to-Activation Study, an ongoing study fielded in conjunction with researcher The NPD Group Inc. The sample was derived via an online survey and all participants were at least 18 years of age and living in the contiguous United States. Approximately 10,000 respondents are surveyed annually. This specific data was gathered from research fielded July 28 through Sept. 27, 2017 to over 1,300 respondents and is balanced by age and gender to U.S. Census demographic profiles.



●●● customer experience For some tasks, it's chatbots over humans

People preferred for
problem-solving

As chronicled by Helen Leggatt of
BizReport, PointSource's new

report, Finding Common Ground Between Consumers and Artificial Intelligence, found that most consumers have had interactions with AI-powered chatbots but most probably did not realize because “consumers still lack a firm understanding of what AI experiences can look and feel like today.”

However, of those who responded to PointSource's survey, a third (34 percent) said that when seeking out basic information such as product information they preferred a chatbot over a human. Similarly, 38 percent said they preferred a chatbot when checking to see if a product is in stock, 36 percent when looking for pricing or discounts, 36 percent for delivery information and 39 percent for order tracking.

When it comes to resolving problems, however, consumers want to speak with a live operator. “Consumer comfortability with chatbot assistance significantly drops off for more complicated, high-stake retail interactions,” says Greg Ng, VP of digital engagement at PointSource. “Eighty percent of consumers prefer to speak with a human when resolving problems post-purchase and another 71 percent want the human element during the in-store experience.”

The research uncovered three main reasons for a preference for human interaction: privacy/security, speed and friction. However, these hurdles can be overcome with strategic, user-centric experiences that focus on alleviating frustrations and roadblocks, providing accurate and up-to-date information and ensuring that all data is kept secure and used only for its originally indicated purposes.

The rewards for businesses that get the chatbot experience right are, according to the report, that nearly half (49 percent) are willing to shop more frequently, 34 percent will spend more and 38 percent will share the experience with family and friends.

Q

IN FOCUS

Product and Service Update

●●● non-conscious research

CoolTool debuts Implicit Priming Test

Uncover subconscious attitudes

San Francisco-based CoolTool now offers the Implicit Priming Test (IPT), an automated test designed to capture and identify unconscious reactions to external stimuli.

IPT was designed as an improved version of the semantic priming task and the implicit association test and is intended to help capture and identify the unconscious reactions to stimuli such as people, brands, logos, color patterns and packaging.

A brand image consists of rational and emotional attributes. The IPT is able to measure which feelings people have towards look-alike things: one candidate in comparison with others; a chocolate bar with sugar and sugarless one; a local bank in comparison with an international one, etc.

Consumers can associate a brand or person with negativity even without being actively aware of it. While participating in surveys people may say they like it (because they think they like it)



www.quirks.com/articles/2018/20180404.aspx

but in the real world, they wouldn't buy or use the brand. The reason for such behavior is hidden in the subconscious.

Research has showed that when we unconsciously agree with something, we respond within milliseconds and if something contradicts our perception of things, we need time to think of the answer. The automated IPT is built on this fact. The system compares the speed of response provision with the combination of objects and various characteristics to conclude which attribute (reliable, stylish, desirable, expensive, etc.) is associated more with Object A or Object B.

The IPT lets users find out if consumers' perception of a brand is different from the company's positioning of it. It will help a brand create "correct" messages for its audience and differentiate the product from competitors.

The implicit priming test is also suitable when there is a high risk of false information being provided or the intentional concealing of real thoughts and opinions by respondents or when there is an assumption that respondents have biased attitudes to the tested object. IPT is a part of NeuroLab and can be used in the combination with other neuromarketing tools.

www.cooltool.com

●●● brand research

AI tool for brand content

Aura from StoryStream

U.K.-based technology firm StoryStream has launched Aura, an artificial intelligence (AI) brain built specifically for brands that uses proprietary AI capabilities to help marketers work with content and build relationships with customers.

Using AI to unify digital asset management, multichannel publishing and content analytics, the StoryStream Content Marketing Platform enables marketers to put relevant visual content in

front of customers. The new platform will use Aura's AI abilities to understand the context and performance of brand-specific content, connecting its creation, how it's used in marketing and how its ROI is measured.

Aura's AI capabilities are modelled on the human brain and can be tailored to a brand's specific needs and business goals. As more and more content gets analyzed, Aura becomes increasingly brand-specific and human-like, gaining the ability to predict what content should be used on specific channels for maximum impact. storystream.ai

●●● brand research

Nielsen tool measures brand exposures

The value of that soda sip

Nielsen, New York, has launched Branded Integration Intel, a solution that aims to standardize how product and brand exposures are valued across screens and devices. The solution captures, measures and evaluates brand exposures, allowing networks and marketers to research within an ecosystem that provides qualitative comparisons across devices, integration and content over linear TV, subscription-based video-on-demand and short-form video.

Specifically, it will analyze every exposure to understand quality, including such factors as size, location, duration, brand hits and impact. It will then evaluate and score the resonance of the exposures as a way to value them at both individual and aggregate levels. For instance, Nielsen's Branded Integration Intel will determine the marketing impact if a cast member of a sitcom sips a popular soft drink with only a partial logo visible on the bottle and appropriately score this impact alongside an integration of an automobile in the background of a scene from a streaming series.

www.nielsen.com

●●● shopper insights Retail environment simulator from Kantar Consulting

Can forecast revenue impact

Kantar Consulting now offers Perfect Category, a technology solution that enables brand owners and retailers to design physical retail environments down to the shelf level in virtual reality and simultaneously forecast the revenue impact of their decisions.

Perfect Category integrates multiple big data sets in an immersive environment, allowing users to test scenarios and designs in real time. It integrates two offerings from Kantar Consulting's Retail, Sales and Shop-

per Practice: Retail Virtual Reality, a collaborative design environment used by brands to design and roll out retail designs and updates across their store networks; and RichMix, an assortment optimization tool used by FMCG manufacturers that integrates purchase spend data from retailers and brand owners with measured and observed consumer behavior to create algorithms that utilize machine learning to forecast the economic outcomes of changing the number of products and brands a consumer sees on the shelf.

These technologies are designed to help brand owners and retailers co-design retail environments that optimize the shopper experience while maximizing category value and profitability and individual brands' market share. Evaluated and approved designs can then be distributed across retail networks with planogram designs and immersive visuals to ensure

a consistent brand experience nationally or internationally.

www.kantarconsulting.com

●●● Briefly

■ Waban, Mass., research firm Temkin Group has announced that its CX Institute has successfully completed the beta period with two of its initial online training modules: Customer Experience Foundations and Creating a Customer-Centric Culture.

temkingroup.com

■ U.K. research firm Join the Dots has launched two additions to its fifth-generation online community platform. Scout is a tool designed to collect photo, video and Web content. Its key applications are in shopper/purchase journeys, customer experiences, product testing and segmentation/lifestyle research. Project is a tool that allows the com-

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pany to create pop-up communities within an existing online community. It's designed for co-creation, agile research, deep dives and expert or niche audience research.

www.jointhedotsmr.com

■ Doyle Research Associates, Chicago, has released the 2018 *Guide to Qualitative Methods*, an e-book available for free from the firm's Web site.

doyleresearch.com

■ Alpharetta, Ga., research sample provider P2Sample has added artificial intelligence algorithms to its insight automation platform to assist in combating fraudulent respondents and bots in online surveys. The technology addresses fraudulent activity by mining the company's database of digital behavioral biometric data, analyzing data points and millions of completed surveys to eliminate suspicious users using artificial intelligence algorithms that are self-learning and leveraging domain expertise to make the technology work at its fullest capacity.

Separately, P2Sample has launched its

white-label and private-label panels for those wanting to create research communities or monetize traffic and audiences.

www.p2sample.com

■ Nielsen, New York, has added Instagram-owned measurement into its Social Content Ratings platform. Social Content Ratings measures organic and owned social TV activity.

www.nielsen.com

■ In New York, community platform company CMNTY Corporation has upgraded its CMNTY Platform, which combines social and survey features, allowing customers to choose a DIY or full-service solution. CMNTY Platform 5 includes a discussion board module with a threaded post structure including mark-down text editing, a referral and mentioning system and an overhaul of its login and registration pages.

www.cmnty.com

■ The Global Research Business Network has launched its newest handbook, *Invest in Insights: A Guide to Demonstrating the Value of Insights to Busi-*

ness, in association with the Insights Association in the U.S. and the Market Research Society in the U.K. The handbook is available at roiofinsights.com.

■ M Science, a New York-based research and analytics firm, has launched M Data Viz, a proprietary platform that allows clients to visualize, interact with and perform customized analysis on the firm's M Data offerings. The platform will initially host video game data through four primary dashboards consisting of industry-level, full-game download, digital live services and mobile data for more than 200 individual titles and multiple publishers.

www.msscience.com

■ U.K.-based research technology firm RealityMine has added RealLife Media Players to its core product offerings, allowing customers to see more granular, detailed video consumption behavior on an individual basis.

www.realitymine.com

■ Ipsos Marketing, New York, has launched a package-testing solution that leverages behavioral science thinking to better capture System 1 decision-making in a survey. The solution is mobile-capable, device-agnostic and part of the company's suite of package-testing solutions.

www.ipsos.com

■ Reston, Va., firm comScore has expanded its Activation solution to incorporate console gaming and over-the-top (OTT) audience segments, including subscription video-on-demand. The 21 new segments, powered by comScore's Total Home Panel, allow marketers and media companies to more effectively target consumers with tailored messages based on their overall streaming and console gaming intensity, as well as their consumption of leading OTT services.

www.comscore.com

■ Digital agency Isobar, New York, has launched its MindSight Direct Partner Program, allowing research companies to add the emotional testing platform MindSight Direct to their toolkit. The program launches with four initial members: L&E Research, thinqonline, Research Engine and Sprout Research.

www.isobar.com



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- Confidence intervals around a percent
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- Sampling error for a given sample size
- Poisson events test
- Compare two standard deviations
- Compare three or more means

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■ Chicago-based researcher IRI has released a new report, *Flu Fury: IRI Pinpoints How Flu Is Impacting U.S. Markets*, and an accompanying infographic examining how specific regional markets are being impacted by the flu and correlates how purchase behaviors vary at the market level. www.iriworldwide.com

■ U.K. research firm Join the Dots has launched social listening services. The company has partnered with social listening software firm Pulsar and has hired Research Director Ellie Osborne to lead the new service. www.jointhedotsmr.com

■ Philadelphia-based data collection company Focus Pointe Global has released a new version of the Gauge mobile insights app, created by Atlanta-based marketing technology company Gauge Insights and a core element of Focus Pointe Global's FPG Think Tank Platform. The new version expands survey-taking options and visual stimuli. www.focuspointeglobal.com

■ Simmons Research, New York, has launched Simmons Insights, a syndicated research portal providing clients with access to consumer insights. Powered by Simmons Smart Search, a consumer intelligence search engine, the new platform allows marketers to mine through consumer behaviors. The company also launched its chatbot app, Ask Simmons, providing clients with access to data nuggets and reach metrics via a conversational UI. The Ask Simmons chatbot will be available for select beta clients as an iOS app and a desktop app. www.simmonsresearch.com

■ San Francisco-based online survey and insights solutions company QuestionPro Inc. has launched a survey and insights solution that complies with the General Data Protection Regulation ahead of the May 25 enforcement date. www.questionpro.com

■ Don McMullen, founder and chairman of MarketVision Research, Cincinnati, has published a book, *Focus Point: Blueprint to Develop a World-Class Company*, available

on Amazon and in select bookstores. www.mv-research.com

■ India-based digital research solutions company Borderless Access has launched TAPP, a product that identifies patterns and trends by looking into consumers' interactions and emotional state and behavior within their environment with its methodologies and machine-learning algorithms, providing insights for brands. Marketers and researchers can understand consumers' micro moments to develop communication, manage brand activation, test concepts, evolve products and more. www.borderlessaccess.com

■ Reston, Va., firm comScore has grown its television measurement footprint by more than 40 percent to include over 69 million televisions in more than 31 million U.S. homes. www.comscore.com

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Optimizing product assortments takes more than consumer data

| By Stephen Needel

snapshot

The author responds to a previous article to explore some limitations of TURF analysis.

Sometimes, in our effort to make things simple, we go a bit too far in our explanations. A recent *Quirk's* article on researching product assortment by Mark Travers ("Using consumer data to optimize product assortments," December 2017) is an example of this situation.

Let me state at the outset that Travers' article is well worth reading and offers some very good advice about doing this type of research. He makes a number of solid points, including: product assortment is a critical component of business success; experimentation is important in picking a good assortment; your sample needs to be representative of the population you are trying to understand; and you should do your research well.

But I want to extend his thinking about how we determine what is and is not a good assortment. Specifically, I want to talk about the choice context, the sample and the limitations of TURF analyses.

Complete control

All of the examples described at the beginning of the Travers article share a common feature: the choice environment is monopolistic. Whether it is the vending machine, the proprietary computer store or the bank, the "owners" are deciding the assortment because they have complete control over what it is. However, as he ventures into the example of which flavors of juice to put on the grocery

shelf, there is no discussion of the retail context. CPG manufacturers understand all too well that whatever assortment they select for themselves is subject to a retailer's whims and to competitive effects. To use Travers' example, we might find that our orange juice-apple juice-grape juice configuration is optimal for us. But a retailer who is already heavily stocked in grape juices may reject that product – and may not replace it with our iced tea offering. Just because we offer a three-item line does not mean retailers will take all three items. A competitor who specializes in grape juice may go after our product in order to protect their franchise, diminishing the advantages of our offering.

Travers compellingly argues that our profit maximization should drive our choice of assortment and, on the surface, this seems pretty reasonable – let's make as much money as we can. However, once we are no longer in control of the shopping environment, the goal of profit maximization loses some of its primacy.

- The retailer's goal may be profit maximization and that may conflict with our goal.
- The retailer may want to stock a product because a competitive store stocks the product – there is value in defensively preventing uniqueness.
- We might alter our assortment recommendations based on the demographics of a store's trading area, even though the new mix may not be as profitable for our brand.
- We may be recommending an assortment in order to keep or gain physical space. This is



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especially true if we have a new sub-line of products coming soon. We want more space now and then we'll give it up for the new product line.

- We may recommend an assortment that includes me-too products so that shoppers will look at our brand too, not just a competitor, for those variants.

Travers advocates subgroup analyses to make sure that we are not missing something in the data and we heartily agree. What we want to recognize is that we adopt assortments for more reasons than profitability. By adding in the shopping context and retailer goals, the assortment math may need to go by the wayside.

Not always right

A representative sample is not always right for assortment analyses. Or, more accurately, the population you want to study may not always be a representative sample of the population at large or even representative of category users. When you want to change your existing assortment, your primary concern is franchise alienation. You care much more about what your brand users think than what competitive buyers think. This is especially true when: your category shows high levels of brand loyalty; your product's assortment factors are unique to you; or the assortment factor (flavor, scent, color, etc.) is not what drives purchases.

Let's be honest – in most categories, all the good stuff has already been done; the most popular flavors are available, the most popular scents are being produced, etc. In most cases, you are looking to make changes in your assortment that are going to have a fairly small impact on revenue and will have a small impact on your buyer base. You want to make sure you are not alienating your franchise when you change your assortment; you're not trying to bring in competitive buyers with your umpteenth new fragrance.

Of course, a new brand's assortment analysis has a totally dif-

ferent sample requirement – the need for a representative sample of category users could not be more important. If it is a niche brand, then a sample, or at least a readable subsample, of niche users should be included in the sample.

Often misunderstood

We stole TURF analyses from media researchers in the mid-1980s, although I suspect they've forgiven us by now. It is a remarkably useful tool but one that is often misunderstood and credited with too much analytical power. This comes from weaknesses on both the input and the output sides of TURF research.

We can ask the TURF question in any number of ways, although we usually are asking for respondents to state a purchase likelihood of some sort. This may be a standard purchase intent question (definitely would buy, probably would buy, etc., on a five-point scale) or it may be a sequential question (which variant would you most likely buy, if that/those weren't available, which would you next most likely buy, etc.). These aren't great questions from a psychometric viewpoint. Purchase intent suffers from being a relatively limited scale, driven more by the brand than the assortment variable(s), and is not a very good predictor. The sequential approach relies on providing the entire range of variants to the respondent – a choice array that is not likely to occur in the real world.


On the output side, TURF analyses often have the problem of ties. At some level, you will see very small differences between the choices, yet you have to make the call as to which one you'll choose in order to continue the analysis. When this happens near the end of the analysis, maybe in the fourth or fifth level of variant choice, it's not such a big deal. You will usually find that the incremental value of each variant is relatively small. When items are close together and near the top of the hierarchy, however, the results can be problematic.

We recently ran an analysis of

a potential 10-item line where four of the items had first-choice preference between 33 percent and 38 percent. These preferences are all very close and which one you choose first leads to different ending assortments. Travers' TURF-WAR approach (Quirk's, June 2017) may or may not provide some relief from this problem depending on differential co-purchasing. In the category we studied, there is little co-purchasing, so his technique does not help us decide.

Exploratory rather than confirmatory

Most important when using TURF is to understand that it is an exploratory technique rather than a confirmatory technique (Needel, 2006). There are no statistics that give TURF a patina of scientific respectability – it is just a counting tool. Is it useful? Of course it is. And can it be done better? Yes, it can, and Travers shows us some ways to make it better and some of the pitfalls to avoid. But in the end, TURF only gives you ideas about what might be a good assortment for your product in isolation from the rest of the category.

Our advice is to let TURF come up with a variety of answers that meet success criteria (profitability, retailer acceptance, etc.) and then test those ideas. Improving assortments is not easy and researching them is a very important endeavor but there are a number of pitfalls to avoid. Tread carefully, don't be afraid to experiment and do your experiments with the appropriate validated tools. 

Stephen Needel is managing partner at Atlanta-based Advanced Simulations LLC. He can be reached at drsteveasl@gmail.com.

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Procuring success

4 steps to optimizing B2B product claims

| By Alex Xiaoguang Zhu and Janet Ziffer



snapshot

Kimberly-Clark Professional offers best practices for succeeding in today's omnichannel marketplace.

As manufacturers and retailers adapt to the new omnichannel ecosystem, B2B and B2C marketers are discovering they have more in common than ever before. The traditional sales funnel has been transformed into a web of multichannel interactions that influence and guide today's path to purchase – whether the purchaser is a Baby Boomer procurement officer or a Millennial online shopper. While sales cycles can look very different, here's how they're more alike:

- Like their B2C counterparts, B2B decision-makers are increasingly influenced by vast amounts of easily accessible digital content. According to research firm SKIM's customer journey research, B2B decision-makers are more than 60 percent of the way into their decision journeys before engaging sales reps.
- Strong claims present a powerful opportunity to deliver a message throughout the decision journey, including times other than the moment of purchase.
- It is imperative to develop claims with customers' input. Within the B2B ecosystem, the "customer" includes various stakeholders, influencers and end-users – understand them and craft claims to meet their unique expectations.

Despite having those factors in common, B2B marketers contend with some significant challenges that B2C marketers will never experience. But B2B marketers can take a page from B2C to adapt and succeed in a dynamic omnichannel marketplace using this four-step framework: ideation, reframe/prioritization, validation and activation.

B2B claims must address two distinct audiences: the buyer and the end user. Sometimes they are one and the same but often they are not. The task of marketers is to convince decision-makers and buyers that



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sales reps. Claims must blend and reinforce messages that resonate throughout the sales ecosystem. Health care cleaning product claims, for example, might address how the product benefits patients, staff and the institutional bottom line by meeting KPIs such as health outcomes, safety standards, sustainability, usability and price competitiveness. Yet, even in situations where the end user seems far removed from the purchase decision journey, it's important to remember they are always a key influencer. Such diverse audiences are what make B2B claims so challenging.

To overcome these challenges, the following best practices were deployed when Kimberly-Clark Corporation, an organization

the product or service will benefit the end user, as well as fulfill their own needs and key performance indicators (KPIs). Sometimes those decision factors overlap; at times, they might even compete. The end user, of course, sees the product through the lens of practical features and benefits. Procurement agents see the big picture and are charged with more than meeting the functional needs of the user. They think about budgetary factors, sustainability goals, employee health and safety and the broader context of enterprise-wide procurement portfolios.

Procurement professionals have a unique relationship with the vendor organization that goes beyond the product itself such as logistics, service, support and the ease of interface with the company itself. Do they trust the supplier as well as the product? Are they a true partner or just a vendor? These are all considerations when crafting claims for every touchpoint along the decision journey, from Web site to brochures and catalogs to conversations with



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Tips for effective claim development

Promise value: A claim is designed to drive customer choice by calling upon desires or aspirations through the value it promises.

Be specific: Describe exactly what tangible value your product will deliver.

Put the key benefit first: You only have a split second to grab the customer's attention.

Set yourself apart: Differentiate yourself by offering a relevant and unique value promise.

Be positive: Offer something positive instead of avoiding something negative.

Be respectful: Do not be condescending, presumptuous or offending in any way.

Be clear: Be unambiguous and use simple language to ensure your message is understood.

Avoid jargon: Use words that are meaningful to customers instead of technical lingo.

Avoid humor: Be direct and focus on efficiently getting your message across.

with both consumer and professional product lines, adopted a new set of business-to-business claims for its Kimberly-Clark Professional portfolio.

Ideation

From the beginning of the claims-development or -testing process, identify key internal stakeholders to help make decisions along the way. Cross-functional team involvement is key throughout; representatives from stakeholder groups such as the R&D, brand, marketing and innovation teams should be involved. Each team has a different perspective that is necessary for a well-rounded claims-development process. Gain their buy-in at the start and keep them in the loop to varying degrees as necessary and appropriate.

R&D can help frame claims in terms of capabilities, e.g., answering the often-asked question, "How difficult is it to substantiate that?" The brand team sets guidelines and protects brand equity as messaging evolves, weighing in on what language can and can't be used to describe certain brands. Working within the guidelines of the brand,

marketing/innovation team members can bridge the gap between R&D and sales professionals in the field to create an innovation loop. All this is to say that everyone must have buy-in so that everyone is invested in the eventual deployment of new claims throughout the purchase decision journey. If their perspective is incorporated, they are more likely to help you carry out the mission. When key decision-makers are aligned, there is a shared vision for what the team is hoping to accomplish. Widespread stakeholder buy-in also greatly increases the speed at which the claims are deployed.

Reframe

A robust portfolio of product claims should include both short-term and long-term messages. Claims are not just intended to support sales, they also reinforce overall brand promises related to innovation and competitive positioning. Long-term claims are often linked to the innovation pipeline and include big ideas such as sustainability and technological innovation. Short-term claims are more likely to be tactical and easily substantiated.

Longer-term claims stake out potential new benefit territories that a product or brand can deliver on over the life of the product.

After core messages have been established, claims language should be refined so it's simple and concise. Refinement should happen before testing so there are minimal revisions after testing. They need to be both compelling and believable. Claims-development teams should always be asking "Why do they care?" Claims are often too internally-focused. Reframe claims for end users and decision-makers to emphasize links between features and benefits.

Validation

Test a variety of claim types and topics to gain a good understanding of the most compelling claims to pursue and substantiate. Researchers can deploy max-diff and choice modeling (conjoint) for quantitative tasks and implicit testing that gets into rational and emotional motivators (whole-brain approach).

Use claims-testing insights to chal-


lenge internal hypotheses regarding which claims really matter to customers and give brand managers a path forward or an opportunity to adjust. In a lot of B2B organizations, claims-testing is an uncommon practice. There is a pervasive myth that direct feedback from the sales team is good enough to judge the validity of claims. Salespeople are expected to know best what matters to their customers. Sometimes new claims validations come as a surprise to internal stakeholders and field sales teams. It can be shocking to learn that a claim you've been using for a long time is not actually hitting the mark. This is one more reason to deploy "real" claims research that validates the work.

Activation

Internal stakeholders are key to fulfilling a successful claims relaunch. Each team must be aligned in its efforts to create a cohesive strategy for each function. Socialization of claims research is critical to a successful activation. Simply dumping data in the laps of internal stakeholders

rarely inspires action and a sense of urgency. Effective socialization of research insights means having explicit action items for stakeholders and holding the team accountable. This can be achieved using tools such as cross-functional workshops, exploring bite-size, relevant insights gleaned from the claims research and by conveying granular data through brand-, category- and segment-specific stories.

Exciting new opportunities

Category leadership today means rethinking old truisms about buyer journeys. For B2B claims that resonate in today's omnichannel world, B2B marketers can take a page from the B2C playbook. The journey is complex and dynamic but also full of exciting new opportunities. 

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snapshot

From trade show interviews to a hands-on workspace, hoist-maker Columbus McKinnon finds many ways to talk with its end users.

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Lifting up the entertainment industry

How Columbus McKinnon raises its research game

| By Cara Woodland

WW

When was the last time you went to a concert and looked up to see what was holding up the speakers, stage set and other equipment? For most, it melts into the background of the experience and doesn't stand out. However, you trust that you are safe and that something reliable is holding it all above your head.

Leading up to your concert experience, there is a crew that spends countless hours rigging up the speakers, stage sets, lighting, trusses and equipment. The crux of their work is to get everything set up quickly and safely so the sound and lighting checks can take place before the show. How the crew does this is a production in itself. In short, everything is unloaded from trucks in specialized traveling road cases, wheeled into the venue, unpacked, laid out on the floor and attached to trusses on the ground. Then the magic happens and those trusses are lifted up into the air. In many cases, they are hung from a suspension point, like a rafter or ceiling lifting point or, if it is an



open-air environment, the equipment is lifted to a pre-built truss. In the entertainment industry, powered hoists are typically used to lift all of the heavy equipment into the air. However decades ago, this process was much more cumbersome.

Columbus McKinnon, Getzville, N.Y., became a powerhouse in entertainment lifting over 40 years ago when it listened to its customers and developed a Lodestar hoist designed for inverted operation. The need came from observing riggers as they set up the stage sets. Often riggers had to climb up into the rafters of the entertainment space to install heavy hoists used to lift the trusses, speakers and lighting for a live event. For most industrial applications, a heavy hoist is not a concern, as the hoist is permanently installed and becomes a relatively stationary object above whatever it is lifting. However for the traveling entertainment rigger, who is installing and uninstalling dozens and, in some cases, hundreds of heavy hoists up in the rafters multiple times a week, it can be quite a tiring and trying job.

Seeing this need, Columbus McKinnon's engineers asked why the heavy hoist had to attach to the rafters. Couldn't the hoist be inverted and only the lifting hook and chain be brought up to the rafters? Then as the stage sets and trusses are put together on the ground, the heavy part of the hoist could be attached to it and lifted from the ground, saving time and the backs and arms of the riggers.

Not only was Columbus McKinnon the first to see this need but it also had a technical design advantage over others in the marketplace which stopped competitors from entering the market. Traditional hoists of the time used liquid oil. If the hoist was turned upside down, the oil would leak out, potentially dripping down on the entertainers below. However, Columbus McKinnon's hoists used grease and allowed the hoist to be inverted without leaking. In addition, it was the first firm to paint the equipment black, which helped the hoists blend into the space around them and not distract from the event or performance.



Stay on top of the market

Over the years, the Lodestar hoist and Columbus McKinnon's lifting equipment became the accepted name within the industry. However, Columbus McKinnon recognized the need to stay on top of the market to maintain its market leadership. Therefore,

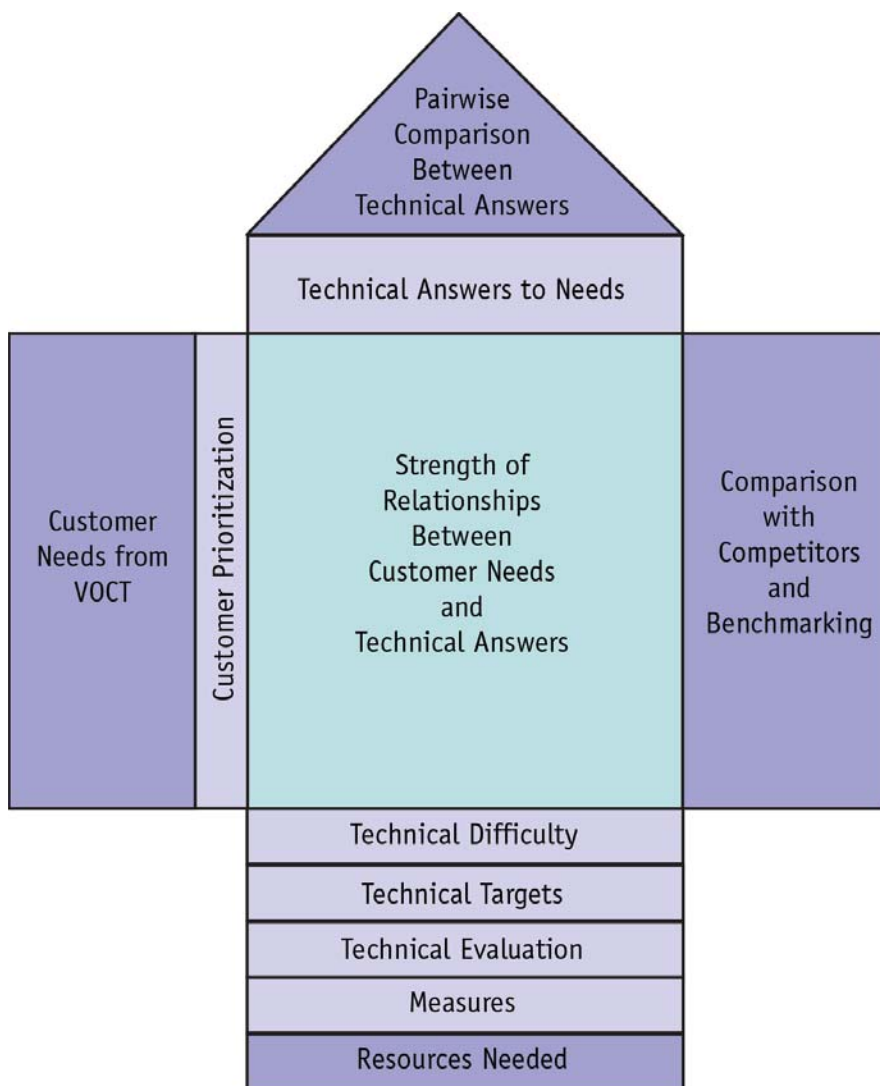
efforts have been taken to stay in touch with the needs of the entertainment customer.

More recently, a global voice of the customer study was undertaken to better understand current needs in the entertainment industry. The study involved interviewing and observing riggers in action while also talking to the industry influencers, distributors and leasing companies who rent hoists for traveling road shows. Riggers are often contractors traveling with a show so finding and gaining their cooperation to participate in market research is more difficult than recruiting your average participant. After some problem-solving, the team responsible for conducting the market research decided to use entertainment trade shows as a way to contact these unique segments.

Trade shows are usually attended by a broad international audience of the key target audiences. Entertainment trade shows tend to be flashy, requiring riggers to set up and tear down the booths. Conveniently, one of the targeted tradeshow was held in Las Vegas, known for its entertainment venues and a large hot spot for Columbus McKinnon hoist use. All of this combined allowed the company to access to its target audience in one location, so a team set out to attend the Live Design International trade show in Las Vegas and the Guangzhou Entertainment Technology Show in Guangzhou, China. These two trade shows would give Columbus McKinnon a large enough international audience to see if the needs of the Western and Eastern worlds were similar enough to produce a global entertainment hoist to meet the needs of both markets.

Columbus McKinnon had expo booths at both of these events where it could easily recruit research participants during the show. It decided to supplement this recruiting

Figure 1: Quality Function Deployment Process



Columbus McKinnon used a traditional QFD process to analyze data from trade show attendee interviews in Las Vegas and Guangzhou, China. One thing to keep in mind when conducting QFD in multiple languages is that translation really matters. If the research includes multiple languages, a reliable interpreter for the research and a good translator for the transcripts is extremely important. Then, during the QFD process, it is also imperative to have an interpreter actively involved in the process. Even if you have research team members who speak all the languages used in the research, language nuances matter when the team needs to interpret what the customer was telling them into needs and technical design requirements.

with pre-recruiting people it knew would be attending the event. A list of key people was developed and much time in recruiting and logistics was undertaken to have a minimum number of interviews set up prior to the shows. Then if the right type of person also came to the booth, they were also asked if they would be willing to participate in the research. This technique seemed to work well for finding this difficult-to-reach audience.

The observations and interviews netted a lot of food for thought on

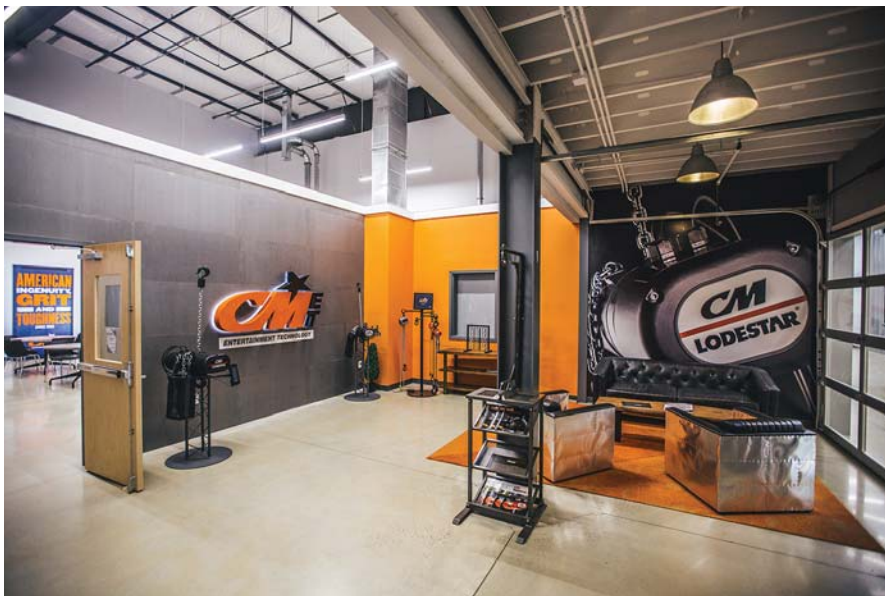
changes and improvements that could be made to the entertainment hoist. But the team needed a way to sort through all the data. The team decided to use a traditional quality function deployment or QFD process (Figure 1). This was an extensive process which required the research team to transcribe and review the transcripts for key quotes depicting end-users' articulated or unarticulated needs. Then those observations and quotes were categorized and grouped into needs and scrubbed to create a prioritized list of cus-

tomers requirements. Then the team translated those into a prioritized list of actionable and quantifiable technical requirements which correlated back to the most important customer needs. This technique can be a lengthy process but for engineers needing design specifications, it can be very fruitful if you are willing to invest the time.

Partner and innovate

One unique way Columbus McKinnon is able to interact with the entertainment industry outside of the trade show environment has been through Rock Lititz. Rock Lititz is a 30,000-foot space designed specifically to allow entertainers and their crews to practice, rehearse and test the setup and teardown of their stage sets until it is a seamless process. Those practicing in the space also have easy access to top-notch entertainment vendor resources throughout the Rock Lititz campus. On-campus "pods" are dedicated entertainment vendor storefronts with creative spaces dedicated to making it easy to partner and innovate together. The pods provide every type of vendor needed to produce a show, from the stage design and construction to specialized shipping and even musical instrument repair, health care and a gym.

Prominently within this area, Columbus McKinnon has its own dedicated space, which showcases its products in entertainment lifting and rigging. It also has a dedicated area for entertainment riggers to get rigging and hoist training from top-notch professionals in the industry. One of the benefits for Columbus McKinnon being a tenant on the Rock Lititz campus was not just the ability to showcase its products or provide training but being able to be face-to-face with those using its products, to interact with its customer and understand their needs. Those customers can be other Rock Lititz vendors building stage sets, riggers in Columbus McKinnon's training classes or those practicing in the space. It gives Columbus McKinnon the unique opportunity to ask them what is working well, what challenges they have, what they



The Columbus McKinnon "pod" inside Rock Lititz.


wish for in the next product or even beta-test the next entertainment-lifting product.

The engineering team has used these unique touchpoints to help direct them as they continue to design the next-generation entertainment hoist and rigging components. Using the QFD requirements and learnings

from Rock Lititz, they have begun adding features and functions to entertainment hoists. For example, the new Prostar VS provides significant benefits by enabling the hoist to move at infinitely varying speeds, allowing it to have micro-movements, smoother stops and starts and significantly reduces any jerking and

swaying of the material being moved, which is much more important when stage sets are being changed during a live performance. This is just one instance of taking research insight into action; many other innovations like this are in various phases of the product development process.

Listening to its customers

As the entertainment field has evolved from performances into dynamic and theatrical productions, Columbus McKinnon has continued to be a market leader by listening to its customers through unique avenues. This allows the firm to meet the entertainer's goal of providing an engaging show while keeping the behind-the-scenes functions flowing and safe. The next time you attend a concert, play or trade show, look up and see what is safely and seamlessly providing the support for such a production. 

Cara Woodland is global voice of the customer manager at Columbus McKinnon Corporation, Getzville, N.Y. She can be reached at cara.woodland@cmworks.com.

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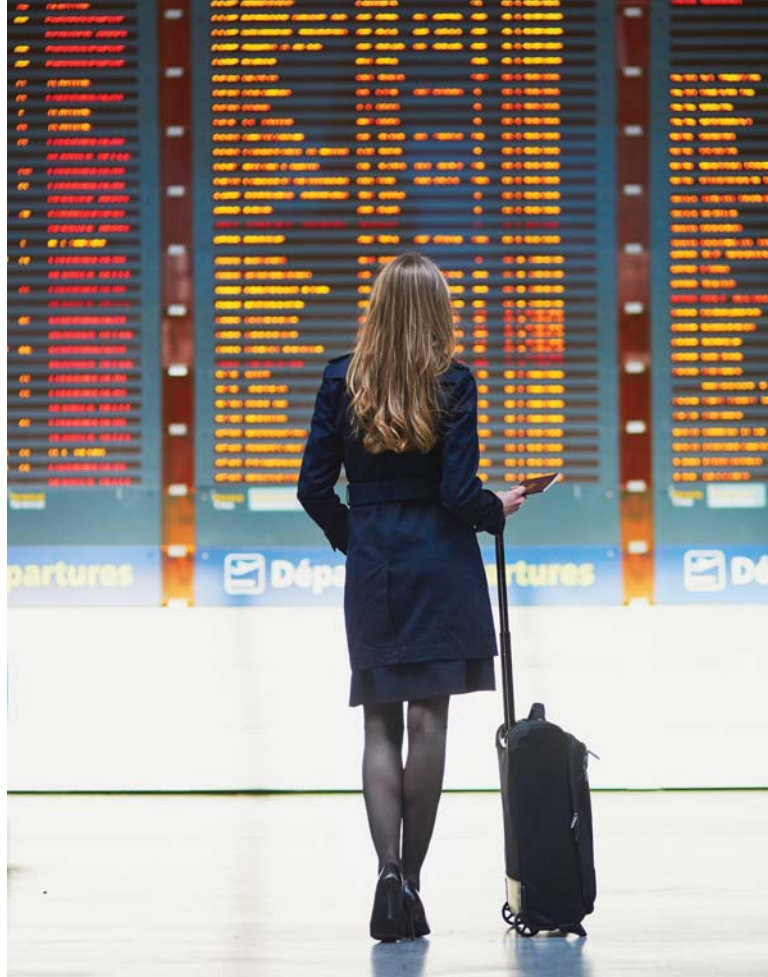
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Mind if we tag along?

Study helps travel firm understand the needs of business travelers

| By Karolyn Cooper



snapshot

How Carlson Wagonlit Travel designed a thought-leadership study to build name recognition in the competitive international travel industry.

Carlson Wagonlit Travel (CWT), an international travel company, wanted to use global research to further demonstrate its position as a leader within the industry. The CWT corporate communications team engaged Artemis Strategy Group in February 2017 to help them reach their goal of building name recognition in this competitive sector.

One strategy CWT opted to employ to accomplish this goal was the creation of a stronger thought-leadership presence that focused more directly on the business traveler audience.

Effective thought-leadership programs help marketers earn trust, engage with market influencers, build credibility, raise awareness of their company or brand and expand their market. Primary research is a great foundation upon which to build a program.

“We are changing the narrative within our company to focus more on the business traveler and not as much on the travel manager,” says Julian Walker, head of external communications, Carlson Wagonlit Travel. “The travel industry is competitive, with a number of players frequently in the news, but with a tired narrative. We love the idea of leveraging thought leadership to share findings that are relevant to the work we do and to anyone with an interest in travel. It’s a great way to stay relevant with the media beyond regular business updates.”

To this end, CWT commissioned Artemis to conduct a global thought-leadership study among business travelers in order to understand how they stayed connected to both work and home while on the road. They surveyed business travelers who had traveled four or more times in the previous 12 months, either domestically or internationally.

Given CWT’s global scope, Artemis recommended conducting the survey in several countries and reporting at the regional and even country level. One hundred interviews were completed in five or six countries in each region, with a larger U.S. sample.



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Camera 2



Camera 3



Camera 5



Source iPad

The image above is a photograph of the 65" monitor currently showing 3 of the 5 cameras, and the simultaneous iPad screen. Camera 5 shows the test room as reflected in the one-way mirror.

Feature	West	North	East
Conference Room	20x17	25x21	20x17
Tiered Observation Room	15x17	14x21	16x17
Viewing Seats	15	12	15
Fully Equipped Usability Lab	Yes	Yes	
Video Streaming	Yes	Yes	Yes
Separate A/C for Conference & Observation Rooms	Yes	Yes	Yes
WiFi (Fiber Optic)	Yes	Yes	Yes

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- Asia-Pacific (APAC): 500 completed interviews; 100 in each of these countries: Japan, China, India, Australia and Singapore.
- Europe: 600 completed interviews; 100 in each of these countries: France, Germany, Italy, Sweden, U.K. and Spain.
- The Americas: 800 completed interviews: 400 in the U.S. and 100 in each of these countries: Canada, Mexico, Brazil and Chile.

Overall, more than 1,900 respondents across 16 countries completed the survey in spring 2017. The survey was conducted online using commer-

“We found with this study that there were opportunities to tell several stories from the same data, as we asked the right questions that allowed us to drill down and really understand traveler behaviors.”

cial panels coordinated across countries. The questionnaire took respondents about 15 minutes to complete.

All representative

Because the study was conducted across so many countries and was translated into so many languages, CWT and Artemis had to ensure that the context, vocabulary and phrasing were all representative of the study's intent and that they made sense to respondents. Artemis worked closely with both native-language translators as well as members of the CWT team based in response countries to make sure the study captured local languages accurately and with the appropriate dialect.

Artemis grouped findings into four different themes with summative data across regions and demographics:

Business travel builds trust and knowledge in critical relationships. Today's business travelers

around the globe are overwhelmingly enthusiastic and stimulated by their business travel.

Managing the challenge of staying connected to people and routines when traveling. Most (77 percent) experienced business travelers find it relatively easy to manage other responsibilities when they travel for business but one-in-five (20 percent) acknowledge that staying connected to people and routines can often be a balancing act. The biggest challenge is maintaining appropriate connections with both family and co-workers.

What would we do without cell phones? Almost all business travelers agree that navigating and communicating on business travel is easier today than it used to be and cell phones are the key tool driving that change. Over eight in 10 global business travelers carry a cell phone and the same proportion say it's their most impor-

tant travel tool.

Safety and security are a persistent concern. While two-thirds (67 percent) believe travel is safer today, half (46 percent) remain concerned about safety while traveling for business. However, business travelers today have access to technology and techniques to mitigate safety and other concerns.

The similarities among business travelers in different regions vastly outnumber the differences, acting as a testimony to increasing globalization. Age and experience don't impact the zest for business travel, though there are differences in technique. Finally, while men still represent the majority (63 percent) of business travelers globally, with the ratios varying from country to country, women now represent a significant portion (37 percent in our sample) of business travelers and their attitudes and needs look a lot like those of their male cohorts. Only a handful of slight differences stood out.

Several outlets

This study, called the CWT Connected Traveler Study, provided content for several outputs, including videos, social media initiatives, communications materials used by CWT program managers, press releases and interviews with the mass and trade media and more.

There are so many ways to look at the data – regionally, comparatively, by topic, across demographics – that CWT has been able to tease out the findings into all sorts of content. It has released four separate press releases from the Connected Traveler Study, detailing different groupings of findings:

- Business travelers find they are very productive while on the road due to more technology options [<http://bit.ly/2Axo7wh>]
- Carlson Wagonlit Travel Research: European travelers least worried about safety and security [<http://bit.ly/2CJqmma>]
- Carlson Wagonlit Travel Research: Business travelers from the Americas are best at staying in touch with family [<http://bit.ly/2jCrjVQ>]
- CWT Research: Millennials like to travel in groups – and are the most security-conscious [<http://bit.ly/2AGEKuo>]

“We found with this study that there were opportunities to tell several stories from the same data, as we asked the right questions that allowed us to drill down and really understand traveler behaviors,” says Walker. “This allowed us to get in front of the media multiple times over the course of a few months. Plus, we timed some of our releases around events that would be relevant to the media. As one example, we published findings about how travelers from America stay in touch with their families just before Thanksgiving.”

In addition to giving CWT thought-leadership content, the results of this study are also used to inform the work that it does. By understanding the perspectives and concerns of its clients, CWT is better positioned to provide corporate and government travelers with tailored

and enjoyable travel experiences.

Why it works

Based on our experience conducting thought-leadership studies, as well as how CWT effectively mastered the data from its studies, here are some quick tips to keep in mind:

Thought leadership requires thinking. Start by harnessing what you know and identifying themes and hypotheses to be tested. CWT is shifting its focus away from the travel manager and toward the business traveler. This research coincided with both the changing landscape of travel and CWT's organizational repositioning.

Be different and interesting. Lots of studies are conducted for public release. Make sure yours sets you apart. CWT pays close attention to media coverage related to the travel industry and has a thorough understanding of both the types of things that are always in the media and the conversations that are not happening. Finding a way to bridge the gap between these two is one of

the best ways to earn media coverage. For example, how Millennials behave is often in the news; however, it may be counterintuitive that the generation that brought us sharing economy successes like Uber and Airbnb is also the group most concerned about personal safety. That's newsworthy.

Don't be self-serving. Don't blatantly use the research to sell your products and services. The media and consumers are savvy and won't pay attention if they think it's a sales pitch. All four of the CWT media releases stuck to the findings of the study. Even the quotes from company spokespeople commented on the trends related to said findings. Specific company information – including the services that CWT offers – is only mentioned in the boilerplate copy, at the bottom of the release.

Tell a story. Great ideas are often communicated with compelling stories and they are driven home with quantitative supporting evidence. CWT invested in beautiful infographics that brought the quantitative findings to life.

Build on your brand. If your brand stands for a powerful idea that can be linked to your story, make the link with appropriate stories, cues and symbols. The infographics feel on-brand for CWT and all include the company logo and URL, in case they are ever used outside of the context of the press release. Furthermore, the subject matter of the findings – from use of technology to Millennial travel behaviors to comparing travelers around the world – position CWT as a global organization interested in the future of travel.

Make a splash

Overall, Carlson Wagonlit Travel was able to make a splash with the deep, rich findings of its primary study and we are happy to be working with them on new thought-leadership initiatives in 2018. 📌

Karolyn Cooper is senior project director at communications strategy research firm Artemis Strategy Group, Washington, D.C. She can be reached at kcooper@artemisg.com.

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Leveling the playing field

Balancing monadic-cell test designs

| By Peter M. Gold and Jordan M. Losen



snapshot

The authors offer five steps to properly balancing samples after data are collected in a monadically-designed research study.

When charged with the task of determining a winning concept (e.g., product or advertising concept, positioning statement, product claims, etc.) to bring to market among two or more options, marketers and researchers have several methods from which to choose. The most robust of these is the monadic-cell test design, where respondents view and provide feedback about only one concept. It's considered superior methodologically to other research designs because it eliminates the possibility of the "halo effect," where consumers' responses to one concept are impacted by their exposure to other concepts.

Once the decision has been made to go with a monadic design, it is important to ensure that the design is implemented properly. While the first step is to randomly assign respondents to two or more cells, we cannot rely on randomization alone to ensure that our cells are comparable. Sample-balancing is the art and science of creating and applying weights to respondents so that any conclusions being drawn from the test are based on the concepts themselves and not the underlying sample composition of the cells.

Figure 1 is an example of how improperly balanced cells could have led to an incorrect conclusion, which in turn could have led to a poor business decision. In our example, where Concept A and Concept B go head-to-head, Concept A appears to win out. Since there are 250 respondents per cell, the difference was statistically significant. However, when we broke down the sample, we saw that Cells A and B were fundamentally different: Cell A had a higher proportion of females, had households with higher incomes and contained more category buyers than Cell B. Asymmetry in any one of these characteristics could have been enough to skew the results. Moreover, this type of sample imbalance can occur even when respondents are randomly assigned to each cell. The upshot is that once proper weights were applied so the cells were balanced on gender, income and prior category purchasing behavior, the results flip-flopped. The clear winner, statistically, became Concept B not A.



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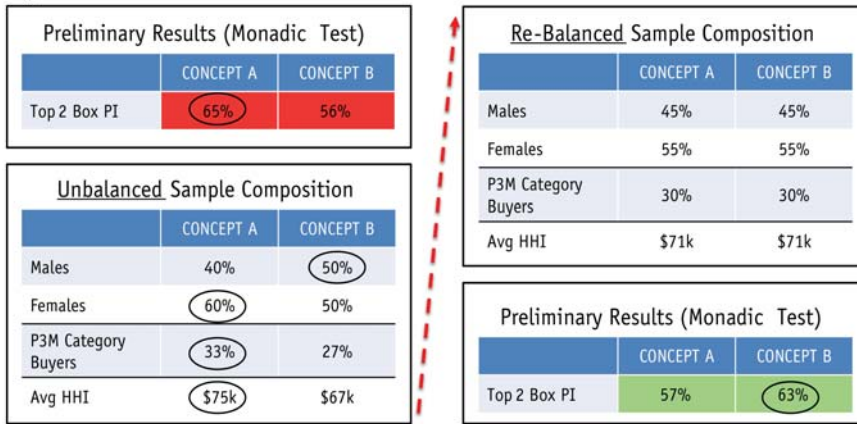

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Figure 1



within a given cell could undermine the accuracy of the entire test by making the respondents in that cell more or less predisposed toward a given stimulus. However, it's also not feasible to sample-balance on every conceivable characteristic. Therefore, we need to identify a hierarchy of characteristics to balance on based on those that are most likely to impact results.

It usually makes sense to start with behavioral variables such as past category or brand purchasing behavior as they are the factors most likely to influence one's future purchasing behavior. For example, let's assume Heinz is testing two new ketchup bottles: Bottle A and Bottle B. It stands to reason that Bottle A would generate greater purchase intent than Bottle B if the respondents assigned to review Bottle A had a higher concentration of ketchup buyers. Likewise, Bottle A would likely generate greater purchase intent than Bottle B if the respondents assigned to Bottle A contained a higher concentration of Heinz buyers.

It's worth mentioning that any sample-balancing characteristics based on behavioral questions such as category or brand usage should only be utilized when asked prior to the stimuli's exposure. Seeing the stimuli before the behavioral questions could influence how a respondent answers the purchase behavior questions, thus rendering those variables unusable for the purpose of sample balancing.

Next come demographic characteristics. Here are some things to consider: Is gender a determining factor in who buys the product? What about geography? Region of the country is often a critical criterion as tastes can vary dramatically based on where someone lives. Income can be a vital characteristic if an item's cost comes into play. There are no hard and fast rules about which demographic characteristics are included in the sample balancing equation. One needs some knowledge of the category and a measure of common sense to identify the demographic characteristics to be used to create sample balancing targets.

Figure 2

	Total Respondents	Total Concept Respondents	Concept A	Concept B
Base	800	626	313	313
Attribute 1	67.8%	67.7%	69.4%	65.9%
Attribute 2	50.6%	50.7%	51.0%	50.4%
Attribute 3	32.0%	31.9%	32.1%	31.8%
Attribute 4	25.4%	25.5%	25.7%	25.3%
Attribute 5	54.5%	54.8%	57.0%	52.5%

There are several steps involved in properly balancing samples after data are collected in a monadically-designed research study. A comprehensive explanation of every step is beyond the scope of this article. Below, however, are some guidelines.

Step 1: Apply general weighting first

The weighting procedure in sample balancing often involves a two-stage process. For many studies, there is an initial general weighting scheme that is used to make the data representative of the relevant population. It might consist of demographic weights from the general population (e.g., age, income, region, etc.) or it could involve some type of study-specific weighting scheme – pet ownership for example. In either case, these general weights are applied before starting the sample-balancing process. That said, there are times when the overall target weights are not known, making the construction of a general weighting scheme impossible. In those instances,

we move directly to the task of sample balancing.

Step 2: Identify which respondents actually will be included in the sample balancing task

The next phase of our discussion deals with the setup of the data tables to help us carry out the sample-balancing process (Figure 2). We recommend creating two "Total" columns. The first is a "Total Respondents" column and the second is a "Total Concept" column. Both totals will be necessary as some of the respondents who may qualify to participate in a study might not qualify for the concept-testing phase of the study. We need to use the data in this second column, the Total Concept Respondents column, to create the sample balancing weights.

Step 3: Selection of critical sample balancing variables

In theory, too much of any one characteristic (i.e., age, gender, income, education, category affinity, etc.)

Figure 3

	Total Concept Respondents	Cell A			Cell B		
		Pre-Weights	Weights	Post-Weights	Pre-Weights	Weights	Post-Weights
Base	626	313		313	313		313
Bought category in past 6 months	67.7%	69.4%	0.976	67.7%	65.9%	1.027	67.7%
Bought brand in past 6 months	50.7%	51.0%	0.994	50.7%	50.4%	1.006	50.7%
Northeast	15.6%	15.9%	0.981	15.6%	15.4%	1.013	15.6%
South	52.6%	51.0%	1.031	52.6%	54.2%	0.970	52.6%
Midwest	20.1%	20.7%	0.971	20.1%	19.5%	1.031	20.1%
West	11.7%	12.4%	0.944	11.7%	10.9%	1.073	11.7%

any given cell may shift up or down due to the applied weights, the percentages in the Total Concepts column should not change as they represent the target percentages (Figure 4). Therefore, we should check the percentages pre- and post-sample balancing to make sure they do not differ. In fact, the pre- and post-percentages should be nearly identical. Variances of more than 0.2 percent between the two suggest there is an error.

An important step

The steps provided in this article paint a fairly broad framework on how to conduct sample balancing. The actual process is more nuanced and, as mentioned earlier, beyond the scope of what we can realistically offer here. The key takeaways are 1) that sample balancing is an important step when comparing results when stimuli are being tested and compared across independent (monadic) samples, and 2) that whoever you use to employ the sample-balancing procedure should have the knowledge and experience to implement it correctly. ¹

Peter M. Gold is CEO and Jordan M. Losen is president of VeraQuest Inc., an Armonk, N.Y., research company. They can be reached at peter.gold@veraquestresearch.com and jordan.losten@veraquestresearch.com, respectively.

Figure 4

	Overall Total	Total Concept Respondents Post-Weights	Cell A Post-Weights	Cell B Post-Weights
Base	800	626	313	313
Bought category in past 6 months	66.6%	67.7%	67.7%	67.7%
Bought brand in past 6 months	50.5%	50.7%	50.7%	50.7%
Northeast	15.7%	15.6%	15.6%	15.6%
South	52.8%	52.6%	52.6%	52.6%
Midwest	20.0%	20.1%	20.1%	20.1%
West	11.9%	11.7%	11.7%	11.7%

Step 4: Generating the weights

The percentages in the Total Concept column will be the weighting targets. Weighting factors for each cell are generated by dividing the target percentage into the actual percentages for each cell.

The following example uses data from Figure 3 to show how the factors are generated:

Northeast

Cell A: $15.6\% \div 15.9\% = 0.981$ adjustment factor

Cell B: $15.6\% \div 15.4\% = 1.013$ adjustment factor

The data processing department then incorporates the adjustment factors into a “best fit” algorithm, which identifies the ideal factor for each respondent which will meet the balancing requirements, while minimizing the amount of weighting required.

Step 5: Double-checking

As with any procedure where there are multiple steps, mistakes can happen

anywhere along the way. It always makes sense to look for red flags that signal that something has gone wrong during the sample-balancing process.

While any of the percentages in

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Paving the way

A framework for creating satisfied b2b customers

| By Alan Hale



snapshot

The author uses the concept of the Customer Loyalty Wheel to explore touchpoints in business-to-business relationships.

I have been fortunate to have spent over 38 years in the field of marketing research and consulting, doing work in over 250 engagements, primarily for companies in b2b markets. My experience has exposed me to many marketing issues across different industries. There have been many successes but I also have observed mistakes that have been repeated by companies across different industries.

Much of our work is in the areas of customer loyalty and satisfaction and in our opinion, the existing frameworks of customer loyalty did not appear to reflect the findings of our research studies. We looked for a model that was a more dynamic representation of how all the elements – from product and service to relationship and transactional aspects – related to each other. After a few months and several iterations, we developed a framework that looked at the relationship of these factors, including everything from pricing, delivery and service issues from the rep to technical support and customer service delivered by the supplier organization.

This framework (Figure 1) is called the Customer Loyalty Wheel and at its center is the Raving Fan, as coined by author Ken Blanchard, who wants to be delighted by a combination of relationship- and transaction-related factors. This article will describe each of the components and the impact they have on creating a Raving Fan, which should be the goal of every marketer, and provide a few actual client examples to add some color.

Quickly fall apart

The outer and inner hubs are more relationship-driven. When there are cracks in these hubs, the relationship can quickly fall apart. The spokes are transactional elements (with the possible exception of the rep relationship). When there is a small crack, the customer is not happy but probably not looking to switch. But if enough cracks happen in one spoke (like delivery being constantly late) or there are cracks across several of the spokes, the result is the same: a very dissatisfied customer.



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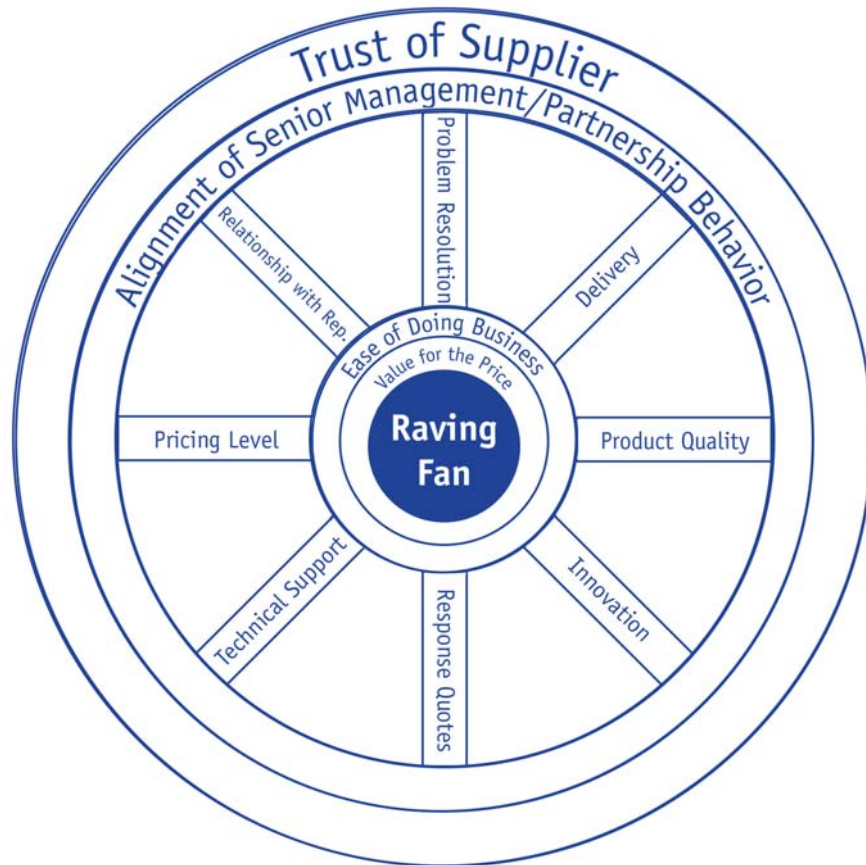
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Figure 1

Customer Loyalty Wheel™



The outer rim starts with trust. If there is no trust between the organizations, the relationship is perilous. If you have a supplier who has been servicing you for years with few or no mistakes, you are happy. If they make a mistake such as missing delivery by a day, you're not thrilled but more than likely you will be forgiving based on history.

In one example where a breach of trust ruined a relationship, there was a company in the industrial world that used manufacturer rep firms and senior management became upset that they could not control the selling time of the reps and fired them all. They then hired direct salespeople. The problem was that the reps had the relationships in the market and sales then rapidly declined. When the firm realized it had made a mistake, it approached the rep firms to hire them again. The rep firms firmly declined their offer. A painful lesson learned.

The next rim is the alignment of senior management and becoming a value-added partner. There needs to be alignment between the senior management of both organizations. If the

senior management of the vendor has no desire to fix the things the customer has complained about, the customer becomes angry.

But removing the irritants is not enough. One has to add value and become a partner. This changes the relationship from a transactional relationship to a partnership relationship, which makes it much more difficult to replace with another supplier.

Whatever the supplier can do to achieve the customer's initiatives sets the vendor apart from other suppliers and minimizes the "lowest cost will win" mentality. The supplier starts to become a partner.

Taking this example even further is providing this extra level of support to the client's own largest customers. This helps lock in the relationship from their customers to your customer and then to you.

Now let's turn to a discussion of the delivery and product quality spokes of the wheel.

Delivery

Delivery is obviously a very important metric to your customers. It is

important because product lines are delayed if the products are not there when production is scheduled. The plant loses money (and the plant manager can lose his or her bonus) if they cannot keep their production line consistently going.

Customers will usually have a metric of on-time delivery for their vendors. In many industries, this delivery metric is called OTIF – on time in full.

There are several elements of delivery:

- The product has no backorders. It consists of exactly what the customer ordered. Walmart allows very few violations before it replaces the vendor.
- There are no incorrect products being shipped.
- The product arrives on time as promised. Note: this is different than measuring against the promises made by the supplier.
- The product arriving from a trucking company/carrier does not meet the scheduled hour at the unloading dock, which causes other trucks to be backed up. Walmart now will penalize vendors whose trucks show up either late or early at the loading dock.
- The product is not configured correctly. The wholesaler and retailer have strict requirements on configuration of products on their pallets which include barcodes and RFID.
- The product is not delivered to the correct location: It is left at the dock, when the contract called for it to be brought into the building.
- JIT or just-in-time delivery is a concept made famous by Japanese companies and American car manufacturers. This is when the product is delivered on the hour and at the location when the production line needs it.

Product quality

Product quality is obviously another key component of customer satisfaction and loyalty. In one instance, a company had a significant amount of product manufactured in China because it was much cheaper and the extra profit added to its bottom line. But there were so many complaints about inferior products breaking

that a great deal of bad word of mouth was generated, which resulted in lost market share.

Another problem with poor quality is when the product does not consistently meet the customer's specifications. There was a chemical company that sold highly technical proprietary chemical products to compounders who used different chemicals to develop unique compounds. But each batch had slightly different characteristics, making it harder to bake the recipe. This caused a lot more technical support to modify the recipe than if the company had developed a more standardized consistency.

Next we turn to the service spokes of the customer loyalty wheel: responsiveness to quotes, problem resolution, technical support and the relationship with the rep.

Responsiveness to quotes

The vast majority of issues with this category arise when a supplier promises a target time for the quote and misses it. If you are going to be late, call the client, let them know and apologize. Do this before the deadline, not at or after it. Better yet, instead of overpromising and underdelivering, underpromise and overdeliver. The responsiveness will be recognized by the customer as an indicator of future service levels.

Problem resolution

The responsiveness of the supplier in resolving problems will determine how satisfied the customer is. Studies indicate that when a company messes up, fesses up and then steps up to heroically respond to fix a situation, customers are more satisfied than if a company hadn't made the mistake in the first place. Note: We are not advocating a strategy under which firms mess up and then heroically fix the mistakes (although it would be an interesting experiment).

Some other problems that can arise include:

- Difficulty reaching someone or the right person to resolve an issue.
- Arguing whose fault it is. The customer is blamed for the problem. When a production line is down, it costs money and makes

the manufacturing person look bad and possibly lose his or her bonus. Get someone to the plant as soon as possible.

- Technical competency. Does the technical support team have the technical skills to solve the problem?
- Is the problem fixed or does it reoccur? Is the root cause identified and remedied? Nothing makes a company more upset than getting someone out, fixing the problem and having it pop up the next day or week.

Technical support

Besides the above problem-solving aspects, there can be other complaints about the technical support department:

- Does the company offer ongoing employee training? A common practice is to provide initial training and then stop there. But people forget their early instruction and get into bad habits. Also, workforce turnover has an impact.
- Do they periodically inspect the product and the process to prevent a problem? It is better to have a planned shutdown than to have a process problem stop the production lines.
- Is the staff technical enough? Some companies try to reduce costs by getting rid of more senior technical support engineers and replacing them with engineers coming out of school. The problem is that these newly minted engineers do not have the real-world experience of their more-seasoned peers.

Relationship with the rep

The following are common problems seen with rep relationships that cause friction with customers.

- The rep does not contact them enough. The rep may be busy but there are always other competitive reps willing to call on large accounts the required frequency. The amount of purchases should dictate the frequency of calls. A common problem is that reps try to spread around their calling time. If they have 20 accounts and one account generates half the purchases, the rep should

not be spending 5 percent of their time with this account. It could be 50 percent or possibly even more.

- The rep is more concerned with talking and selling than listening and presenting the best solution. This is a common mistake with newer salespeople, although this also happens with more experienced reps. This was best noted by Stephen Covey's *The 7 Habits of Highly Effective People*: "First seek to understand, then seek to be understood."
- The rep is more social but does not bring in value-added solutions. The rep can be social but they also need to understand how to help the customer achieve their objectives.
- Rep turnover. The reps turn over so quickly they have to continually develop a new relationship with the client and get trained on their operations and what they expect.
- Poor responsiveness. The rep does not return a call for a day or two. There really is no excuse.
- There is no central point of contact. This is more of a structural issue relating to account management. In a large multinational firm you have operations in different countries. The supplier has account reps in each country along with other people like product managers, technical support, etc. The client wants to have one contact to funnel all the information to and from the supplier. The fix is to assign a global key account manager.
- The rep is not a true advocate for the customer. The customer can feel that the rep cannot deliver on what is needed or was promised. Reps should be fighting for products, for additional resources for the customer, etc., but they may be new and not know the system. Or, the rep may not have authority to marshal the company's resources. A client's customer told us, "We know he is trying but he can't seem to get us the stuff we need."

The final two spokes of the wheel are innovation and pricing.

Innovation

Innovation can become frustrating to the customer and to the channel when it does not include the features wanted

by the customers. Engineers coming up with their idea of what features are warranted is not the same as having input directly from the customers. Another innovation-related frustration is having engineers overdesign a next-generation product and make it too complicated and too expensive.

Pricing

There are several irritants with respect to pricing:

- The price is too high. The product or service may have a price point much higher than the competition. If a company is consistently 20 percent or higher more than the competition, why waste time getting them to respond to an RFP?
- Price increases are too frequent. This occurs a lot in industries where the product is made with a raw material which has a lot of volatility in its pricing such as the petrochemical industry. Channel members are especially frustrated because they have to keep changing their computers and fliers to

reflect the latest price increase.

- Pricing is sticky downward and does not come down when the price of key raw materials is reduced. An example of this used to be the tire industry. When raw material prices went up, the product price went up. When they came down, the manufacturers would not adjust the pricing downward for a while, giving the manufacturer more profits but alienating the customer base.
- Pricing errors. There is nothing more frustrating than having to chase the supplier around for credits to adjust for incorrect pricing. It wastes a lot of people's time and shows a lack of professionalism if done repeatedly. One of our client's customers begged, "Please tell your client to get it right the first time."

Now let's turn to the inner hub of the wheel and discuss ease of doing business (EODB) and value for the price.

Ease of doing business

Think of EODB as the lubrication that

makes things go smoothly. Everything being equal, a company would rather give its business to a supplier who does not give them any headaches. People are too busy doing more with less and don't want to spend time with vendors who are not easy to do business with. A channel may have hundreds of suppliers. If one supplier has 20 percent of their business but causes 50 percent of their headaches, customers will look to replace that supplier.

The following is an example from a client study. We interviewed a major customer of a supplier. The client was viewed as extremely difficult to do business with. "Your client views everything as a battle. They win when someone loses. It takes six months to fight to get credit for defective products that they should not have manufactured in the first place. The documentation they make us supply is unbelievable. This has cost us many, many hours chasing them down to get a response. No other supplier treats us like this."

Value for the price

The customer will evaluate the value for using a brand versus the costs of using it, as well as the cost to switch to a new supplier. The more benefits are increased and/or costs are decreased, the more value there is for the customer. Conversely, when costs go up and/or benefits go down, there is less value and more of an incentive to search out a new supplier.

Given you a blueprint

When all the spokes and the two rims work in holistic harmony, you have a better chance of securing customer satisfaction and loyalty. Creating and maintaining an organizational ethos in which all of the elements of the wheel are strong and functioning in a coordinated manner is the goal of every company and hopefully by presenting and explaining the wheel's various components, we have given you a blueprint for how to engender your own group of Raving Fans. 🗺️

Alan Hale is president at Consight Marketing Group, a Chicago research firm. He can be reached at alan.hale@consightmarketinggroup.com.

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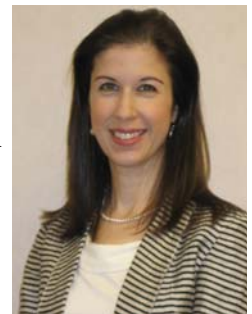
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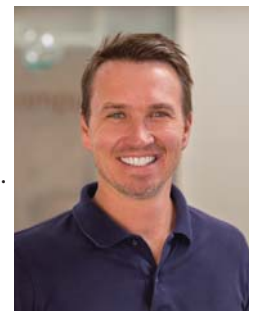
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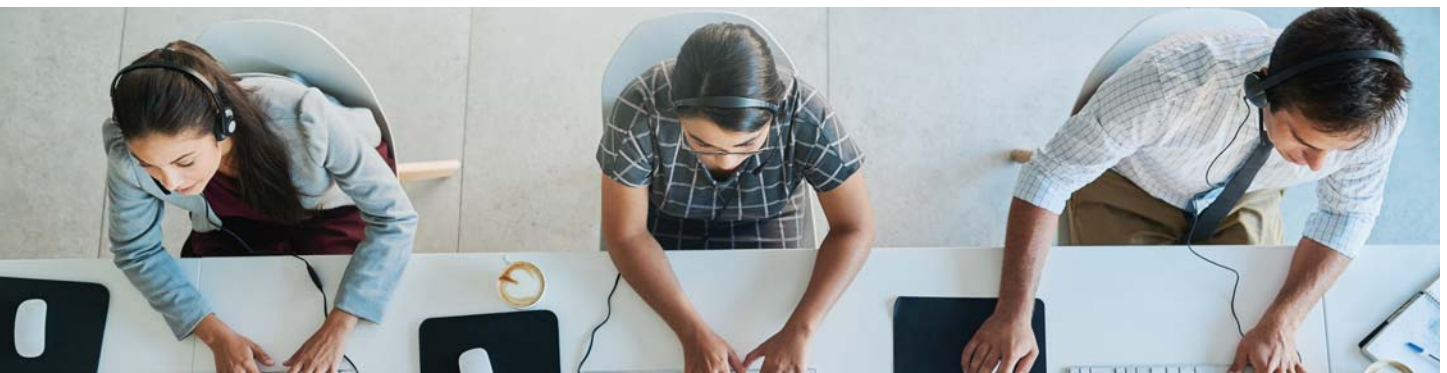
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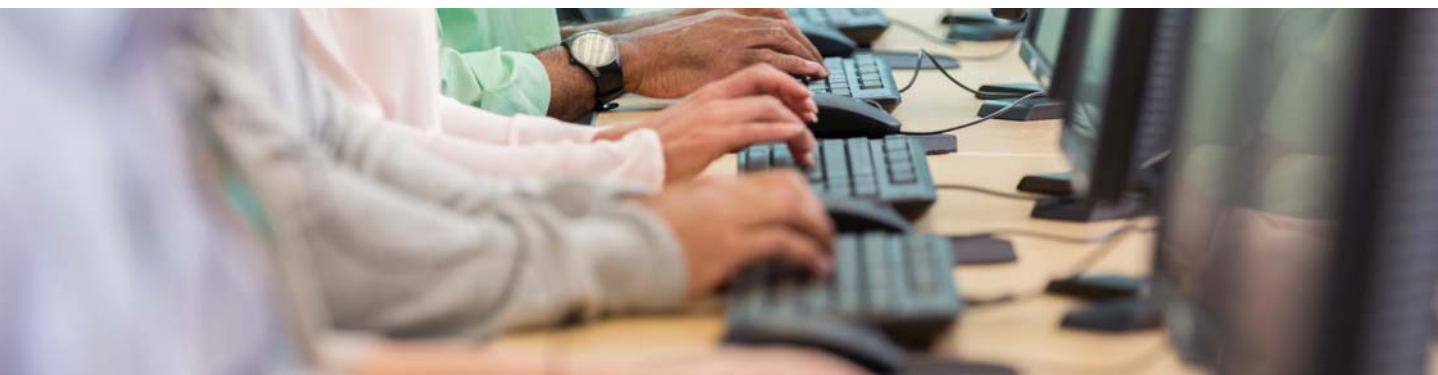
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Names of Note

■ *The American Marketing Association*, Chicago, has selected **Christine Moorman** as editor-in-chief of the *Journal of Marketing*. Her four-year term will begin on July 1. Moorman is the T. Austin Finch Sr. professor of business administration at The Fuqua School of Business, Duke University.

■ Research consultancy *The Melior Group*, Philadelphia, has hired **Jessica Dunbar** as staff assistant. She will provide administrative support, coordinate technology and operations solutions and will be responsible for managing day-to-day details for Melior's studies.

■ Canada-based research software firm *Vision Critical* has appointed **Alan Price** as chief technology officer.

■ *Quester*, a marketing research firm based in Des Moines, Iowa, has hired **Alice Gold** as senior vice president, client services. She is located in southern California.

■ New York-based research firm *SIS International* has appointed **Anita Meng** as China country manager, based in Shanghai.

■ Behavioral health researcher **Scott P. Novak** has joined Bethesda, Md., research firm *Abt Associates* as a principal associate. He will direct several of Abt's opioid and behavioral health research projects.

■ *Facebook* has appointed **Jérôme Pesenti** to lead FAIR, Facebook's AI research arm. He replaces **Yann LeCun**, who will take on the role of chief AI scientist.

■ **Leah Perlmutter** has been promoted to director of research and strategy at New York research company *Open Mind Strategy*.



Perlmutter

■ *The Market Research Institute International*, Ann Arbor, Mich., has announced that Executive Director **Reg Baker** intends to retire by the end of 2018. The board has formed a committee to direct the search for a new executive director.

■ *MarketVision Research*, Blue Ash, Ohio, has promoted **Janice Gennaria** and **Megan Schohl** to senior research associate, while **Hannah McIntosh** has been promoted to research associate.

■ **Ronald Zavala** has rejoined *Competitive Edge Research & Communication Inc.* as director of operations. Zavala will lead operations at the company's new interviewing and recruiting center in El Paso, Texas.

■ **Seongjoon Koo** has been named chief data officer, a newly-created position, for Costa Mesa, Calif., research firm *J.D. Power*.

■ Consumer intelligence firm *Maru/Matchbox*, New York, has appointed **Ted Chen** as managing director, financial services. Also, the firm appointed **Steven Spencer-Steigner** to the technology consulting team in San Francisco as vice president of qualitative insights.

■ *MFour Mobile Research*, Irvine, Calif., has hired **Dorian Smiley** as a software architect, while **Kristin**

Caiella has joined the sales team as a solutions executive and **Vanessa Hernandez** has joined the operations team as a fielding expert. Also, **David Constantine** has been added as director of marketing and **Wendell Hicken** has been named chief technology officer.

■ In London, marketing agency *Merkle* has promoted **Thomas Byrne** to lead its agency operations across EMEA. Byrne will also join the Merkle EMEA executive leadership team as the representative for Merkle's agency services division. The firm has also appointed **Guy Howland** as creative director and **Sarah Painter** as SEO director. Both are based in London.

■ **Chris Coville** has joined *Drive Research*, New York, as a project manager.



Coville

■ Media and technology company **Comcast**, Philadelphia, has named **Dana Strong** as president, consumer services.

■ **Maggie Randolph** has joined research company *Lightspeed's* U.S. sales team as account executive. She is based in Chicago.

■ Germany-based researcher *Fraunhofer-Gesellschaft* has appointed **Andreas Meuer** as executive vice president in charge of controlling and digital business processes.

■ Audience data firm *Eyeota* has appointed **Jill Orr** as chief operating officer. Orr is based in London.

■ Market intelligence firm *InCrowd* has hired five new employees: **Vince Russo** as chief technology officer; **Matt Cruz** as director of client services; **Steve Rand** as senior product designer; **Tyler Tuttle** as digital marketing manager; and **Mike**



Ambrosino as junior developer. The company has also expanded to a larger office space in Watertown, Mass.

■ Canada-based customer engagement agency **Bond Brand Loyalty** has appointed **Jason Chomik** as vice president of technology.

■ Technology company **Rakuten Marketing**, San Mateo, Calif., has named **Stuart Simms** as president.

■ Cincinnati researcher **Burke, Inc.** has promoted **Michael Pangallo** to vice president, manager and senior consultant, decision sciences.

■ **Forrester Research Inc.**, Cambridge, Mass., has appointed two new members to its board of directors: **Neil Bradford**, CEO of Financial Express Ltd. and **Jean Birch**, chair of the board of Papa Murphy's Inc.

■ **Norm Johnston** has been appointed CEO of U.K. video ad tech company **Unruly**. Johnston will replace outgoing CEO and co-founder **Sarah Wood**, who will take on the role of non-executive chair of Unruly's board of directors.

■ **University Hospitals**, Cleveland, has appointed **Arthur E. (Ted) Keegan** as chief marketing officer.

■ **Ipsos Marketing**, New York, has appointed **Chris Sinclair** as president, U.S., Ipsos Marketing practices, while **Jessica Schneider** has been promoted to president of Ipsos Marketing's quantitative business unit in the U.S.

■ Virginia Beach, Va., research company **Issues & Answers Network Inc.** has appointed **Gregg Kennedy** to its sales team as senior account executive.

■ In New York, Ipsos has made two appointments at Ipsos Understanding UnLtd, its qualitative research division: **Heather Carruthers** as president in the

U.S. and **Rob Hernandez** as senior vice president, CPG.

■ Fairfax, Va., health technology company **Vibrent Health** has appointed **James C. Wade** as chief medical informatics officer. Wade will provide direction in clinical, scientific, behavioral and lifestyle research as well as standardization of the measurement and evaluation framework for Vibrent's digital health programs.



Wade

■ San Francisco-based marketing technology company **Motista** has appointed **Dave Cameron** as vice president of analytics.

■ **Jenna Allen** has joined U.K. agency **DJS Research** as research director, responsible for setting up and building an employee engagement department and strengthening the company's public health offer. Allen will be part of the senior management team, which has also recently added **Simon Driver** from Future Thinking and **Elliot Simmonds, David Marchant, Rebecca Harris** and **Alex McCluckie**, who have been promoted to associate directors.

■ Research software company **Remesh**, New York, has appointed the following: **Noele Emmons** as sales director; **Emma Borochoff** as marketing director; **Bertram Byam** as customer success manager; **Nicholas Tietz-Sokolsky** as senior software engineer; and **Mike Varga** as a data scientist.

■ Paris-based crowdsourcing company **eYeka** has appointed market researcher **Dan Foreman** as chair of its advisory board. Foreman will steer the company's developments within the market research industry, supporting in business strategy, corporate growth, sales and marketing.

■ **MDC Research**, Portland, Ore., has named **Dima Sokolov** as its new president. Sokolov succeeds **Michael Oilar**, who will continue with the company in a consulting role for a period of time.

■ London-based strategic marketing agency **CLEAR M&C Saatchi** has appointed **Adam Garrett** as managing director, U.S.

■ **M3 Global Research**, Fort Washington, Pa., has appointed **Laura Haxton-Wilde** as head of European qualitative research, based in London, and **Miriam Haynes** as global head of survey programming, based in the U.S.

■ Digital marketing agency **iProspect**, New York, has appointed **Joel Grossman** as chief technology officer and **Belle Lenz** as chief marketing officer for iProspect U.S.

■ **Muriel Lecomte** will join research company **The NPd Group** as senior vice president, responsible for leading operations client service, new initiatives and development, product development and management and research science in Europe. She will be based in Paris.

■ **20/20 Research**, Nashville, Tenn., has added **Margaret Kozlark** to its business development team as vice president of business development.

■ Van Nuys, Calif., insight community platform **icanmakeitbetter** has promoted **Jeff Livingston** to director of research services.

■ Research technology company **Confermit** has appointed **Birte Steen** as VP sales Nordic, based in the company's Oslo, Norway, head office.

■ Los Angeles-based research firm **Hypothesis** has named **Suzanne Nuzzi** as VP of finance and **Jessica Tornek** as president of Momentum, the company's strategy-led group.

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Research Industry News

News notes

■ **MetLife, Johnson and Johnson** and **Royal Bank of Canada** have joined the **Yale-Ipsos Think Tank**. The think tank, part of the Center for Customer Insights at the Yale School of Management, is a coalition of cross-industry companies that aim to explore and apply behavioral economics principles to drive growth.

■ Mooresville, N.C., retailer **Lowe's** has joined the **Duke-Ipsos Research Center** as a board member. The research center is a behavioral science think tank and collaboration between CPG/OTC manufacturers, academics and retailers.

■ **Research Now SSI** has established a tax-deductible fund to collect donations for the families of its 37 employees who died in the Dec. 23, 2017, NCCC Mall fire in Davao, Philippines, the location of one of the company's call centers. The ESOMAR Foundation has made the first donation to the fund for €10,000. Research Now SSI previously launched a fundraising effort on Go Fund Me, raising over \$119,000, which is being distributed among the Davao families. The tax-deductible fund is on the Allegro platform. Donations can be made on Allegro's Web site by entering the code Phil-RNSSI-Davao.001.



www.quirks.com/articles/2018/20180414.aspx

Acquisitions/transactions

■ Digital marketing company **Shaw + Scott** has acquired Seattle-based customer experience agency **Loxley CX**. Loxley will become a Shaw + Scott brand with three divisions: Loxley, LoxleyCX and LoxleyEd.

■ **Reimagine Holdings Group**, a New Canaan, Conn., holding company focused on consumer insights and marketing services companies, has acquired the Vindale Research Panel and its parent company **SayForExample Inc.**

■ Los Angeles-based research firm **LRW** has completed the purchase of customer experience and culture design firm **Strativity Group**. This is LRW's fourth in a planned series of acquisitions. Strativity is headquartered in the New York area and will continue to be led by Founder and CEO Lior Arussy.

■ In Cambridge, Mass., **Campus Insights**, a UX research firm that analyzes Gen Z and Millennial demographics, has been acquired by student-run company **Harvard Student Agencies**. Harvard student James Swingos will take on the role of CEO, while Riley Soward, co-founder and CEO of Campus Insights, and Stephen Soward, COO and co-founder of Campus Insights, will be involved as advisors.

■ Telephone and Web data collection company **Information Alliance Inc.** has merged with Chandler, Ariz., research services firm **Ironwood Insights Group**. The new organization will operate as Ironwood Insights Group under the leadership of Ironwood CEO Brad Larson. Ironwood Insights will provide telephone data collection from its call center in Richfield, Utah, where the management and operation will be made up of Ironwood Insights and Informa-

tion Alliance employees.

■ Rockville, Md., research company **Westat** has acquired Cambridge, Mass., health care data analytics firm **JEN Associates Inc.**

■ Emeryville, Calif., company **Berkeley Research Group** has expanded its strategy and advisory capabilities with the addition of strategic growth advisory firm **Phronesis Group**, whose team will conduct business as Phronesis BRG. Jeffrey Hupe will serve as managing director and global head of Phronesis BRG, while Vincent Legg will serve as managing director and chief operating officer and Chapin Mower will serve as managing director and chief client service officer.

Alliances/strategic partnerships

■ London research agency **Kantar TNS** and Provo, Utah, SaaS company **Qualtrics** have formed a global partnership. The alliance brings together Kantar TNS's network of customer experience research, end-to-end platform implementation, analytics and activation with the Qualtrics Experience Management Platform.

■ Costa Mesa, Calif., research firm **J.D. Power** has formed a strategic partnership with **BitAuto**, a China-based consumer-facing automotive portal, to conduct joint research and develop big data and artificial intelligence. Under the partnership, J.D. Power will publish its voice of customers-based ratings across various BitAuto platforms, providing customers with access to J.D. Power's ratings and scores and helping consumers make more informed purchasing decisions. J.D. Power and BitAuto will also work to digitize new research subjects and methods to help automakers navigate and understand the latest market trends and disruptions.

■ In London, research firms **ZappiStore** and **Voxpopme** have formed a partnership. ZappiStore will add Voxpopme to its automation platform, allowing users to add open-ended video responses with access to Voxpopme analytics. It will go live in the U.S., U.K. and 10 more markets by June 2018.

■ Chicago-based researcher **IRI** and Mountain View, Calif., TV data company **Alphonso** have formed a partnership to provide TV measurement solutions to brands looking to better understand the impact of their TV and digital advertising.

■ **Nielsen**, New York, and retailer **Dollar General** have expanded their strategic relationship. The two companies will broaden the application of Nielsen's insights and solutions to support Dollar General's strategic initiatives and in-market activation.

Association/organization news

■ **The American Marketing Association**, Chicago, has selected Christine Moorman as editor-in-chief of the *Journal of Marketing*. Her four-year term will begin on July 1. Moorman is the T. Austin Finch Sr. professor of business administration at The Fuqua School of Business, Duke University.

■ **The Global Research Business Network** has launched its newest handbook, *Invest in Insights: A Guide to Demonstrating the Value of Insights to Business*, in association with the Insights Association in the U.S. and the Market Research Society in the U.K. The handbook is available at roiofinsights.com.

■ As part of a harmonization project, the **MSPA** (formerly the Mystery Shopping Providers Association) has rebranded as the **Mystery Shopping Professionals Association**. Additionally, the former MSPA global

advisory committee has returned to a formal governing board and is known again as the MSPA global board of directors. The board recently updated its brand standards document, agreed on a core set of membership categories and adopted a Common Code of Professional Standards and Ethical Conduct. In 2018, the board intends to roll out a universal symbol for consumer awareness.

■ **The QRCA**, St. Paul, Minn., has announced the recipients of the 2018 QRCA Awards. Abby Leafé has received the Maryanne Pflug Award, Corette Haf has received the President's Award, Lauren McCrae and Nicole Aleong have received the Qualitative Excellence ("Qually") Award and Elizabeth Marconi has received the Rising Star Award.

Awards/rankings

■ Two faculty members from the **University of Cincinnati** were awarded Research Fellow honors for their contributions in marketing research. Robert Wyer, research professor of marketing, and Joshua Clarkson, assistant professor of marketing, were recognized for consumer psychology research in top-tier journals. Wyer received the Research Fellow designation from the Society for Consumer Psychology at its annual conference in February. Clarkson will receive his recognition from the Midwest Psychological Association at its annual conference in April.

New accounts/projects

■ U.K. research platform **FlexMR** has renewed its contract with health and wellness company **Isagenix**. The renewal agreement includes a continuation of an Isagenix English-language customer panel comprised of customers in the U.S., Canada, Australia, New Zealand and the U.K., as well as a new Spanish-speaking panel

comprised of customers in Mexico, Colombia, Spain and the U.S. and Canadian Hispanic population. Isagenix has also contracted FlexMR expert service units and software licenses.

■ **Nielsen**, New York, and **Sinclair Broadcast Group** have announced a multi-year renewal agreement for Nielsen TV ratings. The agreement includes a range of services across Sinclair's local stations, digital broadcast networks and national unwired network.

■ Marketing insight agency **Kadence International** has signed a three-year agreement with Oslo, Norway, research technology firm **Confermit**. Kadence will use the Confermit Horizons platform to support growth and drive the company's data solutions and insight business areas.

■ Singapore-based research outsourcing and intelligence firm **Phronesis Partners** has renewed its relationship with Oslo, Norway, research technology firm **Confermit** to help support its end-to-end research and intelligence solutions.

New companies/new divisions/relocations/expansions

■ **ITWP**, the parent holding company of research companies **Toluna** and **Harris Interactive Europe**, together with other founding members, has launched the Insights on Demand Consortium. The consortium is a multi-lateral group of individuals and companies from all industries such as CPG, high-tech and market research that aim to promote the adoption of insights-on-demand, a way for businesses to understand and act on consumer intent and behavior. Founding members include Procter & Gamble, L'Oreal, Nestlé, Nature's Way, agencies and research partners including W2O, AKQA, Simmons Research, Toluna, Harris

Interactive as well as other organizations that are focused on reshaping market research.

■ Toronto-based company **research strategy group** (rsg) has opened a new office in Chicago, expanding its North American presence. The Chicago office will be led by Brian Cash.

■ Redwood City, Calif., consumer and sensory testing firm **Curion**, formerly **QRS-Tragon**, has completed a rebranding effort resulting from the merger of Q Research Solutions and Tragon Corporation.

■ Iselin, N.J., research company **Schlesinger Associates** has rebranded as **Schlesinger Group**. The rebrand includes a new logo design and brand identity, a new Web site and a flagship facility in Midtown Manhattan, N.Y. Schlesinger Interactive has also rebranded as Schlesinger Quantitative. Schlesinger's European brand names (Schmiedl Marktforschung, BDI Research, The Research House, ConuMed Research and Passerelles) remain unchanged while they adopt the new brand identity.

■ Stamford, Conn., research technology firm **FocusVision** has announced a new business strategy, supported by a rebrand. The company will integrate its collection of research tools into a single brand.

■ Marketing insight agency **Kadence International** has opened new offices in China and the Philippines. Cross Marketing China Inc. (belonging to Kadence's Japanese parent company Cross Marketing Group Inc.)

has joined Kadence International and has been rebranded as Kadence China, adding six new members to the team. Kadence China, based in Shanghai, will be led by Kouei Kaku as managing director with Steven Zhou as research director. The Philippines office, based in Manila, is being founded by Iris Lorenzo.

■ Westlake Village, Calif.-based online sample marketplace **Pure-Spectrum** has expanded its executive team and international operations by opening a London office and appointing Stephen Hughes as managing director EMEA.

■ Virginia Beach, Va., research company **Issues & Answers Network Inc.** has opened a new call center facility in San Marcos, Texas. The facility has 75 CATI stations.

■ U.K. online research and technology company **Dub** has rebranded its business as **Further** to reflect changing market conditions and changing demands from its client base. In addition, Further has launched Tandem, a mobile ethnography tool that helps brands understand consumers with more clarity, depth and speed. Further has also rebranded its community platform IdeaStream to Together.

■ San Marcos, Texas-based public opinion research firm **ReconMR** is relocating its Bryan, Texas, location. The facility will include 225 call center stations and management offices and will employ over 500 part-time and 25 full-time employees. ReconMR has existing call center locations in San Marcos and Houston, with a new

office planned to come online this spring in San Antonio.

■ Research company **Cello Health** has launched Cello Health Logic, a new social media insight and analytics business born out of Cello Health Insight's dedicated digital division. The new business aims to help pharmaceutical and health care clients tap into and better understand real-world conversational data that has the potential to drive strategic decision-making.

Research company earnings/ financial news

■ Boston-based consumer insights firm **Crimson Hexagon** will adopt an expanded view of its addressable market, moving beyond its focus on social media analytics to a broader vision of consumer insights for global brands. Several recently-introduced platform enhancements have been added to the company's capabilities, including image analytics, artificial intelligence, content diversity and platform user experience. The company also announced record financials for 2017, with revenues up globally and in each geographic theater.

■ **Forrester Research Inc.**, Cambridge, Mass., reported total revenues for 2017 of \$337.7 million, compared with \$326.1 million for the same period in 2016. Research revenues increased 1 percent and advisory services and events revenues increased 9 percent compared to 2016.

■ **Nielsen**, New York, reported revenues of approximately \$6.57 billion for the full year of 2017, up 4.2 percent compared to 2016.

■ Danbury, Conn., information and research services company **IQVIA** reported revenues of approximately \$2.2 billion for fourth-quarter 2017, a 10.7 percent increase compared to the same period in 2016.

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CALENDAR OF EVENTS

●●● can't-miss activities

Empresarial will host its spring studies trade show on **April 5-6** at the Palais Brongniart in **Paris**. Visit www.printemps-etudes.com.

KNect365 (IIR) will hold its FUSE 2018 event on **April 9-11** at the Dream Hotel Downtown in **New York**. Visit bit.ly/2vpiqRB.

KNect365 (IIR) will hold its Marketing Analytics and Data Science event on **April 11-13** at the Hyatt Centric Fisherman's Wharf in **San Francisco**. Visit bit.ly/2hpc3E6.

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

ESOMAR will hold its Latin America 2018 event on **April 15-17** in **Buenos Aires, Argentina**. Visit www.esomar.org.

AMA Northeast Ohio will hold its 2018 Market Research Conference on **April 19** in **Independence, Ohio**. Visit bit.ly/2ET8s0w.

KNect365 (IIR) will hold its CX Next event on **April 23-25** at the Seaport World Trade Center in **Boston**. Visit bit.ly/2v4pAYC.

Merlien Institute will hold its MRMW North America event

on **April 24-25** in **Cincinnati**. Visit na.mrmw.net.

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

Insights Association will hold its NEXT 2018 conference on **April 30 - May 1** in **New York**. Visit bit.ly/2kK4LLk.

Intellus Worldwide will hold its 2018 Summit on **May 6-8** at the Philadelphia Marriott Downtown in **Philadelphia**. Visit bit.ly/2ovHaEd.

Worldwide Business Research will hold the B2B Online 2018 event on **May 7-9** in **Chicago**. Visit bit.ly/2DdSg64.

KNect365 (IIR) will hold its TMRE in Focus event on **May 7-9** at the Kimpton Gray Hotel in **Chicago**. Visit bit.ly/2ggsCpT.

ESOMAR will hold its Asia Pacific 2018 event on **May 13-15** in **Bangkok**. Visit www.esomar.org.

ASA will hold its Symposium on Data Science and Statistics on **May 16-19** at the Hyatt Regency Reston in **Reston, Va**. Visit bit.ly/2g8o1TW.

AAPOR will hold its Annual Conference on **May 16-19** at the Sheraton Denver Downtown Hotel in **Denver**. Visit bit.ly/2ouuwVL.

Southeast Insights Association will hold its Spring Event on **May 16-17** in **Atlanta**. Visit www.iaspringevent.com.

ESOMAR will hold its Semiotics Bootcamp on **May 16-17** in **Bangkok**. Visit www.esomar.org.

AQR and **QRCA** will hold the 2018 Worldwide Conference on Qualitative Research on **May 16-18** in **Valencia, Spain**. Visit www.qrca.org.

New England Insights Association will hold its 2018 Spring Conference on **May 22** in **Waltham, Mass**. Visit www.newenglandia.org/conf.

LIMRA will hold The Marketing Conference on **May 30 - June 1** at the Hyatt Regency Baltimore in **Baltimore**. Visit www.limra.com.

ESOMAR will hold its Summer Academy 2018 event on **June 4-7** in **Amsterdam**. Visit www.esomar.org.

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

KNect365 (IIR) will hold its Mavericks of Media event on **June 8** at J. Walter Thompson in **New York**. Visit bit.ly/2FQQf0u.

MRIA will hold its 2018 Annual Conference on

June 10-12 in **Vancouver, British Columbia**. Visit bit.ly/2ygCoAp.

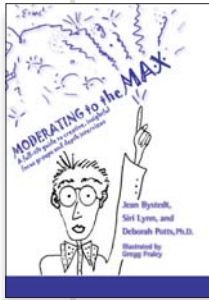
The **2018 Pharma Market Research Conference Bay Area** will be held on **June 12-13** in **San Francisco**. Visit bit.ly/2cFMjWV.

KNect365 (IIR) will hold its OmniShopper event on **June 13-15** at the Westin Chicago River North in **Chicago**. Visit bit.ly/2eI8KBF.

Worldwide Business Research will hold its eTail Europe event on **June 19-21** at the Queen Elizabeth II Conference Centre in **London**. Visit bit.ly/2FZoAfb.

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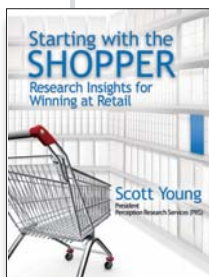


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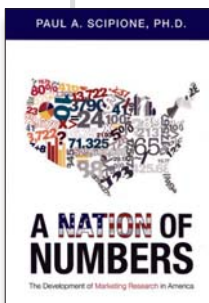


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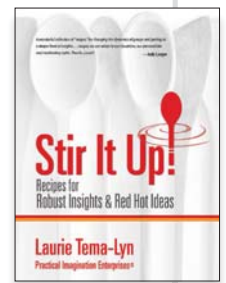
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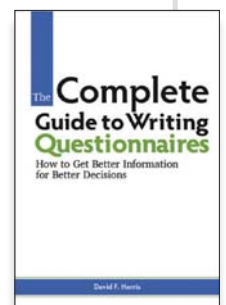


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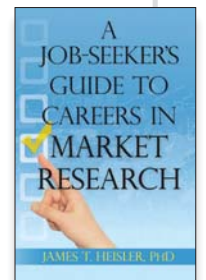


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10 minutes with...

Steve Seiferheld

Director of Market Research, Swedish Match I U.S. Division

What do you believe is the biggest challenge to marketing researchers today?

First, inertia. We continue to focus on the same tired, in-the-weeds issues without being able to construct a simple story on how to move a business forward. Twenty-five years ago we were worrying about how to weed out bad survey respondents. Today, we are worrying about how to weed out bad survey respondents. Why?

Second, a lack of leadership. Nobody seems willing to point out how we are our own enemy. Our industry needs voices to steer us toward being leaders in our organizations. Swedish Match values me because when I present, my key findings tell people what to do. Other researchers hurt our industry by worrying more about Likert scales and eye-tracking than how to acquire more customers and improve profits.

Describe your process for choosing a methodology when beginning a new research project.

There is no process. You let your objectives drive your methodology, and never vice versa. I choose the methodology that will make it easiest for my target audience to provide the type of feedback I need.

You worked on a gifting survey for a digital retailer. What was the aha finding?

Curation. Consumers are lazy – that isn't surprising. The key insight involved curating the content to meet consumer needs. So instead of offering categories like "men's clothing" or "hardware" it was "gift ideas for men over age 50" or "gift ideas for men under \$25." By curating the content correctly, consumers could more easily identify appropriate gifts and move on to other things.

Discuss the most challenging consumer segment you've researched. What made this group challenging?

Sports season-ticket holders. Without question, they are the most loyal and least rational consumer segment I've encountered. They will spend thousands of dollars on a product – tickets – without truly knowing what quality the product will be. It's like going into Macy's and buying yourself a \$2,000 gift card to purchase your wardrobe, without knowing what assortment, sizes and brands they will stock. Why would you ever do that? But it's common in sports. The challenge, plain and simple, is their inability to look past wins and losses. When your team wins, the traffic is better, the beer is cooler and the ushers are nicer. Very difficult to get objective, unbiased research minus the win/lose halo effect.

Read the full interview at www.quirks.com/articles/2018/20180422.aspx.



“By curating the content correctly, consumers could more easily identify appropriate gifts and move on to other things.”

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