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Quirk's Marketing Research Review  
May 2018  
Volume XXXII Number 5  
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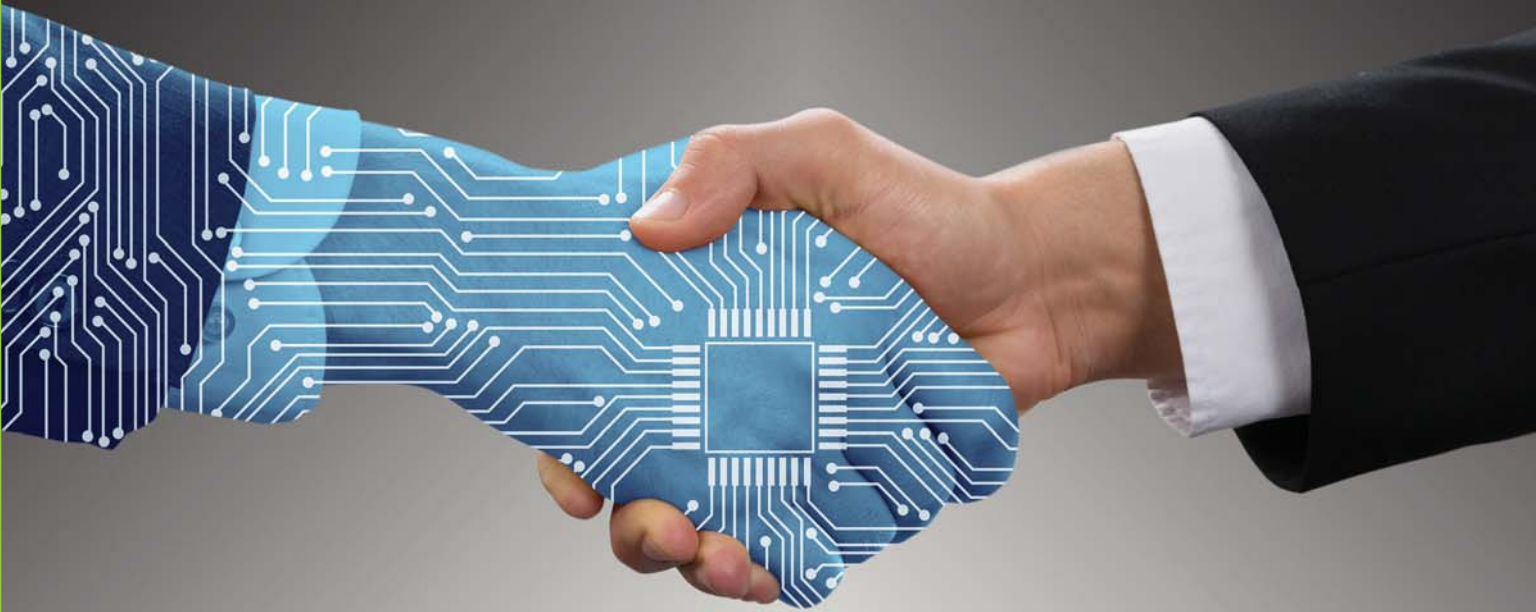
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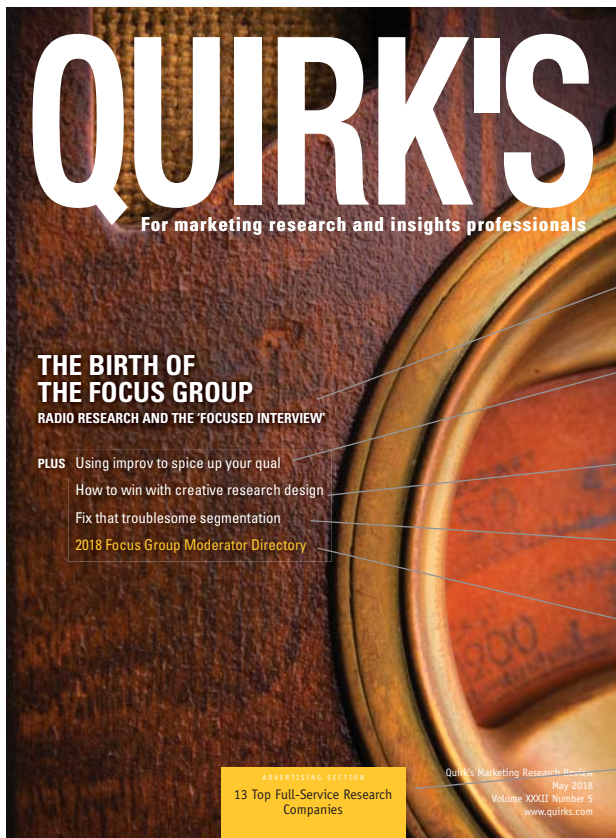
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**What B2B marketers need from MR in 2018**

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# In Case You Missed It

news and notes on marketing and research

## ●●● gaming research

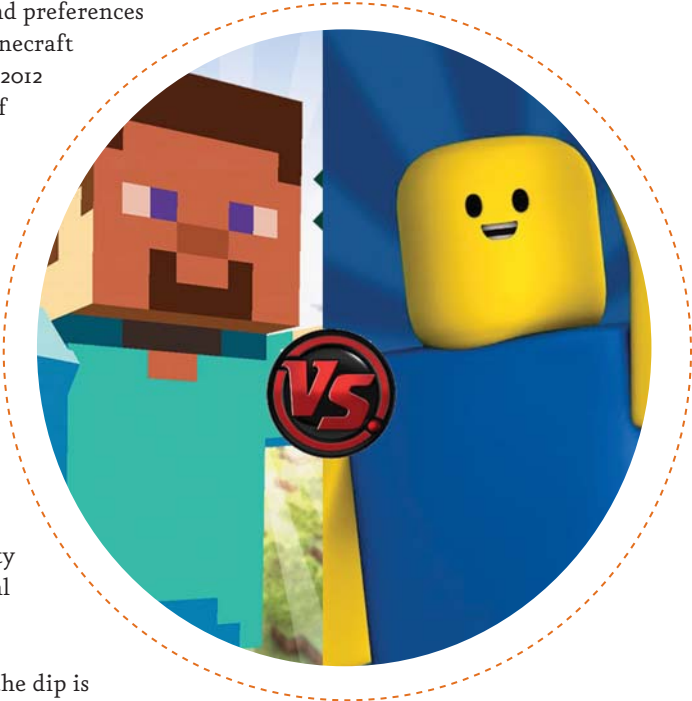
### Roblox gaining on Minecraft

**M**inecraft is the juggernaut of kid gaming, backed by Microsoft and boasting nearly 144 million lifetime sales. A study by research firm Interpret confirms that while Minecraft is still the most-played game among kids in the U.S., currently being played by over a quarter of gamers age 6-12, the title seems to have lost some steam.

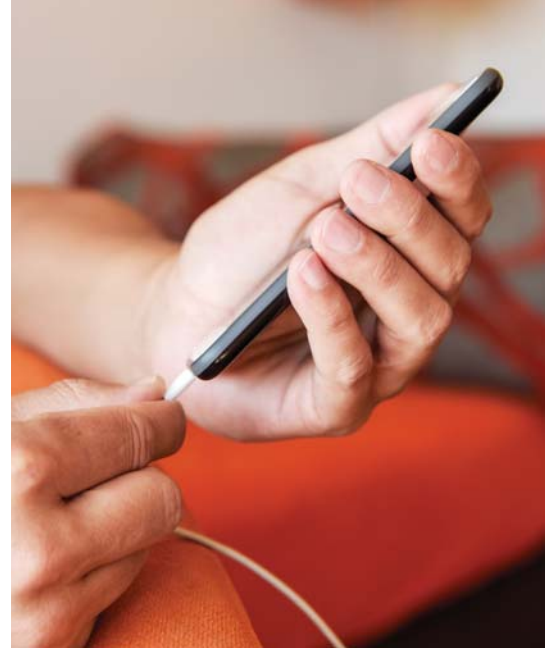
GameByte – an annual study of kids’ gaming habits and preferences – has tracked Minecraft playership since 2012 and the results of this year’s study show the first drops in active playership ever. Minecraft’s share of all gaming time by kids age 6-12 has dropped 5 percent since last year, although it still commands a hefty 13 percent of total game time.

One possible explanation for the dip is the recent rise of Roblox, a mod-friendly title that borrows Minecraft’s ethos of building and playing anything. Roblox still lags behind Minecraft (the study ranks it as the No. 2 kids game in the U.S. by active playership) but its gains over the past 12 months are significant. Since last year’s study, Roblox’s active kid playership has more than doubled on both PC and console.

One thing that Minecraft and Roblox share is their ability to monopolize play time. Over one-third of Roblox and Minecraft players report playing other games less because of these titles. This “one-game” phenomenon affects toys as well, causing a similar proportion of Roblox and Minecraft to play less with physical toys.



[www.quirks.com/articles/2018/20180501.aspx](http://www.quirks.com/articles/2018/20180501.aspx)



## ●●● social media

### Taking a break from the ‘Gram?

**I**n a December 2017 survey by ad agency Hill Holliday, conducted by its in-house research division Origin, more than half of young adults ages 18 to 24 said they’re “seeking relief from social media.”

Some have deleted their social accounts entirely – 34 percent of young adults surveyed said they’d done so – and roughly two-thirds said they’d taken a break from social platforms.

The reasons vary but for many, it’s worries about wasting time, while others think there’s a lot of negativity on social platforms. Disinterest in content and platform commercialization were also cited as motivations for quitting social media.

Facebook, for example, checks many boxes named by young adults as reasons to take a social sabbatical. Many users said they were dissatisfied with the social media giant because of negative interactions with other users, irrelevant content due to News Feed updates and a sense that the platform is inundated with promotional ad space. And it wasn’t just Facebook. Young adults were more likely to take a break from or delete their Instagram, Snapchat or Twitter accounts than their Tinder, Pinterest or LinkedIn ones.



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# Book reviews: Boost your critical thinking and trend-spotting

Aggregating and analyzing information are two skills that are often cited as essential for researchers who want to graduate from (or rise above) the order-taker role that insights professionals are often relegated to. Some people are naturally gifted critical thinkers (and, if you're a researcher, it's pretty hard to advance without some skill in that area) but for those who need

to rethink their thinking or want a crash course in how to develop and hone their analysis skills, Tom Chatfield's new book *Critical Thinking* (SAGE Publishing; \$27) is well worth picking up.

It feels like it's written for a younger, college-age audience and some experienced businesspeople will be able to skim some of the sections but by no means is it simplistic. On the contrary, the engaging workbook-style layout helps keep the information being imparted consistently interesting and fun to

absorb. In fact, if your team has some newer members who you'd like to work with on developing their critical thinking, there are exercises in the book that could be quite helpful for launching discussions.

Now, the world of marketing research is certainly no bastion of logical, non-emotional decision-making, not when executives insist on acting on gut feel rather than on what the research data in front of them shows. Where Chatfield's book may come in most handy is in helping readers learn how to develop arguments that refute the hunch-based assertions of internal clients, especially in sections such as "Reasoning with Observation and Uncertainty," "Developing Explanations and Theories" and "Seeing Through Faulty Reasoning."

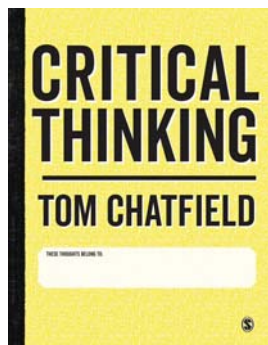
Though of course, proceed with caution on that front, as contradicting a higher-up, no matter how wrong they are, may be hazardous to your professional health. (And, a later section on overcoming bias in yourself and others is useful as well, for researchers may be subject to their own types of bias!)

Another skill researchers are supposed to be good at is predicting the future. OK, not the actual



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future but insights pros are often seen as the oracles of consumer behavior within their organizations, thanks to their close proximity to customers. With *How to Research Trends* (BIS Publishers; \$34.95), Els Dragt has put together a guide aimed at anyone who wants to burnish

their future-predicting abilities, whether they are a budding trend guru or a product manager.

What I like most about it, as its title suggests, is its practical, no-nonsense approach. Trend-watching by its nature can be a very squishy endeavor, full of vague predictions about future happenings that may or may not, well, happen. Dragt gives you tools and question-checklists, for example, to define and make concrete your assessments, with the aim of increasing their actionability and strategic value. She clearly realizes that the more leg-work and analysis the trend-watcher puts into his or her pronouncements, the more likely they are to actually come to pass.



●●● advice for researchers

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**Walker Lewis**  
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The on-demand economy, as epitomized by companies such as Instacart, TaskRabbit, Uber, Hotel Tonight and OpenTable, is revolutionizing commercial behavior precisely by focusing on the “right now.” They align with consumers’ growing demand for convenience, speed and simplicity.

On-demand shrinks the gap between what we have already and what we need right now. I own a car but sometimes I order an Uber because I’m downtown and I need a ride right now. Maybe you already run a monthly

tracking study and you’ve been running that study for three years. Sometimes you might need to gather instant insights to new questions because you need those answers to make new decisions right now.

At Critical Mix, we often see companies turning to instant insights to make decisions at the speed of business. We developed a specific product, called kNOW Instant Insights, precisely for that reason: to help clients quickly generate insights and make fast decisions – within 24 hours.

Two days before the Super Bowl, we helped a client determine whether people would watch the game; whether they would watch from their home, a friend or relative’s home or a restaurant or bar; whether people predicted New England or Philadelphia would win; and whether people found commercials to be an important part of the Super Bowl experience. We delivered instant insights from a census-balanced, nationally-representative sample of U.S. adults exactly when our client needed those answers.

Use cases for micro-surveys and quick insights have always existed but it was difficult to support those “instant” needs. That’s no longer the case. When you need answers to make important business decisions right now, statistically significant results are available within 24 hours.



**Steven Struhl**  
Owner, Converge Analytic  
847-624-2268  
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**When will useful artificial intelligence get here?**

The surprising answer is that it has been here for many years, but not in the form of generalized intelligence like a robot that does your job for you. Rather, it is more like a very bright point of light that zeros in on solving a specific problem. For instance, classification trees – CHAID, CART, etc. – make many sophisticated judgements in dividing a sample into subgroups and testing these groups for significant differences. This method dates back to 1990. Similarly, Bayes nets learn complex patterns in data and make sensitive readings of effects – and have for over 20 years. You can find dozens of problem-solving methods presented at conferences on AI, even in free programs like Weka and R. You just need to know what to look for and where to look.

Have a question you’d like to have answered? Submit it to [info@quirks.com](mailto:info@quirks.com).

Want your firm to be featured as an expert? Contact [sales@quirks.com](mailto:sales@quirks.com) for more information. [www.quirks.com/articles/2018/20180555.aspx](http://www.quirks.com/articles/2018/20180555.aspx).

# IN FOCUS

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



## // Survey Monitor



••• health care research

### The virtual doctor will see you now

Growing comfort with digital health care

**G**rowing consumer demand for digital-based health services is ushering in a new model for care in which patients and machines are joining doctors as part of the health care delivery team, according to results of a survey from Accenture.

The survey of 2,301 U.S. respondents suggests that consumers are becoming more accepting of machines – ranging from artificial intelligence (AI) to virtual clinicians and home-based

diagnostics – having a significantly greater role in their overall medical care. For example, one in five respondents (19 percent) said they have already used AI-powered health care services and most said they are likely to use AI-enabled clinical services, such as home-based diagnostics (cited by 66 percent of respondents), virtual health assistants (61 percent) and virtual nurses that monitor health conditions, medications and vital signs at home (55 percent).

“Driven by experiences outside of health care, consumers increasingly expect to use digital technologies to control when, where and how they receive care services,” says Kaveh

Safavi, who leads Accenture’s health practice globally. “By harnessing digital technologies in this way, health care will increasingly tap digital technologies to empower human judgment, free up clinician time and personalize care services to put control in the patients’ hands.”

The survey results also show that consumers are increasingly using a variety of digital self-service tools for managing their health. Use of mobile and tablet health apps has tripled over the past four years, from 16 percent in 2014 to 48 percent today. For example, more than four in 10 respondents (44 percent) said they have accessed their electronic health records (EHRs) over the past year via patient portals, primarily to get information on lab and blood-test results (cited by 67 percent of respondents who accessed their EHRs this past year), view physician notes regarding medical visits (55 percent) and view their prescription history (41 percent).

Similarly, the use of wearable devices by consumers has nearly quadrupled in the past four years, from just 9 percent in 2014 to 33 percent today. Roughly three-fourths of health consumers view wearables – such as those that monitor glucose, heart rate, physical activity and sleep – as beneficial to understanding their health condition (75 percent), engaging with their health (73 percent) and monitoring the health of a loved one (73 percent). “The more accustomed health care consumers become to using wearables and other smart technologies, the more open they are to sharing the personal health data these tools collect,” Safavi says.

For instance, 90 percent of survey participants said they are willing to share personal data with their doctor



[www.quirks.com/articles/2018/20180503.aspx](http://www.quirks.com/articles/2018/20180503.aspx)

and 88 percent said they are willing to share personal data with a nurse or other health care professional. Additionally, the percentage of consumers willing to share with their insurance carrier personal data collected from their wearable devices has increased over the past year, from 63 percent in 2016 to 72 percent today. They also are more willing to share such data and with online communities or other app users – 47 percent today, compared with 38 percent in 2016. Fewer are willing to share data with their employer (38 percent) or a government agency (41 percent).

The survey also found that consumers are taking greater advantage of virtual services. One-quarter (25 percent) of respondents said they had received virtual care services in the previous year, up from 21 percent in last year's survey. In addition, one in six (16 percent) of those consumers said they are taking part in remote health consultations, compared with 12 percent in 2016, and

14 percent are participating in remote monitoring, up from 9 percent in 2016.

Three-quarters (74 percent) of respondents said they were satisfied with the virtual care they have received, with nearly half (47 percent) of those respondents saying that, given a choice, they would prefer a more immediate virtual medical appointment over a delayed in-person appointment.

More than half (54 percent) of survey respondents said they believe that virtual care reduces medical costs to patients and 43 percent said they like the timely care that virtual technology provides.

The majority of health care consumers said they would use virtual care for a variety of activities, from e-medical visits to medical diagnosis and group therapy. For instance, nearly three-quarters (73 percent) of respondents said they would use virtual care for after-hours (nights and weekend) appointments, 71 percent said they would use virtual

care for taking a class on a specific medical condition and two-thirds (65 percent) said they would use virtual care for a follow-up appointment after seeing a health professional in person. Most respondents said they would also use virtual care for a range of additional services, including discussing specific health concerns with medical professionals (cited by 73 percent of respondents), in-home follow-up after a hospital stay (62 percent), participating in a family member's medical appointment (59 percent) and being examined for a non-emergency condition (57 percent).

*The findings cited here relate to the U.S. portion of a seven-country survey that Accenture commissioned as part of its 2018 Consumer Survey on Digital Health report. The purpose of the survey – of 7,905 consumers ages 18 and older, including 2,301 from the U.S. – was to assess consumer attitudes toward health care technology, modernization and service innovation. The survey was conducted by Longitude on behalf of Accenture between October 2017 and January 2018.*

## ●●● demographic research

### Motherhood coming later

#### Pew tracks fertility trends

The share of U.S. women at the end of their childbearing years who have ever given birth was higher in 2016 than it had been 10 years earlier, according to a 2018 report by Gretchen Livingston of Pew Research. Some 86 percent of women ages 40 to 44 are mothers, compared with 80 percent in 2006, based on a Pew Research Center analysis of U.S. Census Bureau data. The share of women in this age group who are mothers is similar to what it was in the early 1990s.

Not only are women more likely to be mothers than in the past but they are having more children. Overall, women have 2.07 children during their lives on average – up from 1.86 in 2006, the lowest number on record. And among those who are mothers, family size has also ticked up. In 2016, mothers at the end of their childbearing years had had about 2.42 children, compared with a low of 2.31 in 2008.

The recent rise in motherhood and fertility might seem to run counter to the notion that the U.S. is experiencing a post-recession “Baby Bust.” However, each trend is based on a different type of measurement. The analysis here is based on a cumulative measure of lifetime fertility, the number of births a woman has ever had; reports of declining U.S. fertility are based on annual rates, which capture fertility at one point in time.

One factor driving down annual fertility rates is that women are becoming mothers later in life: The median age at which women become mothers in the U.S. is 26, compared with 23 in 1994. This change has been driven in part by declines in births



to teens. In the mid-1990s, about one-in-five women in their early 40s (22 percent) had had a child prior to age 20; in 2014, that share had dropped to 13 percent. And delays in childbearing have continued among women in their 20s: While slightly more than half (53 percent) of women in their early 40s in 1994 had become mothers by age 24, this share was 39 percent among those who were in this age group in 2014.

The Great Recession intensified this shift toward later motherhood, which has been driven in the longer term by increases in educational attainment and women's labor force participation, as well as delays in marriage. Given these social and cultural shifts, it seems likely that the postponement of childbearing will continue. But will the recent annual declines in fertility lead U.S. women to have smaller families in the future? It is difficult to know, but comparing the lifetime fertility of women who just recently completed their childbearing years with those 20 years earlier suggests that postponing births does not necessarily equate with lower lifetime fertility.



●●● television research  
**Americans give PBS high marks**

Public money well-spent

For 15 consecutive years, Americans have named PBS and its member stations No. 1 in public trust among nationally known institutions, according to a nationwide survey. PBS led other sectors of the media and government in the annual ranking, including digital platforms, commercial

cable and broadcast television, courts of law, newspapers and social media.

Nearly eight in 10 respondents (78 percent) agreed that local PBS member stations provide an excellent value to their communities. In addition, PBS and member stations rank second only to the country's military defense in terms of value for taxpayer dollars, with 65 percent of respondents calling it a "good" or "excellent" value. The vast majority of federal funding for public media, amounting to approximately \$1.35 per citizen, goes directly to local stations.

Parents rated PBS KIDS the No. 1 educational media brand for children, with the brand significantly outscoring cable and commercial broadcast television networks. Parents also said PBS KIDS was the top provider of content that helps prepare children for success in school and models positive social and emotional behaviors. In addition, PBS KIDS outperformed other providers as "a trusted and safe source" for children to watch television or play digital games and mobile apps, with content that is grounded in educational objectives. These findings closely follow the one-year anniversary of the launch of the 24/7 PBS KIDS channel and live stream, which is provided by member stations and now available to more than 95 percent of U.S. TV households.

In addition, 42 percent of respondents said it is "very important" for PBS to be available to every American, compared to those who said the same for commercial broadcast television (36 percent) and commercial cable television (21 percent).

Sixty-nine percent of parents with kids age 18 and under named PBS KIDS the most educational media brand, outscoring the second-most highly rated kids brand, Disney Channel, which was considered most educational by 6 percent.

Eighty-seven percent of parents with kids under 18 agreed that PBS KIDS helps prepare children for success in school, ahead of Universal Kids (68 percent), Disney Jr. (66 percent) and

Disney Channel (54 percent).

Eighty-eight percent of parents with kids under 18 agreed that PBS KIDS is "a trusted and safe source for children to watch television, or play digital games and mobile apps." The brand outranked other choices such as Disney Jr. (77 percent), Disney Channel (77 percent) and Universal Kids (72 percent).

The survey was developed by PBS and conducted online within the U.S. by Marketing & Research Resources Inc. on behalf of PBS from January 4-9, 2018, among 1,025 adults ages 18 and older. The sample included 495 men and 530 women. Survey results are weighted to be nationally representative of the U.S. adult population.



●●● automotive research  
**Online auto shoppers worth targeting**

Tech-savvy and tech-ready

According to Nielsen Scarborough, almost 22 million Americans took to the Web during the past 12 months to research and shop for a vehicle. For automotive manufacturers and dealers, a strong digital strategy is no longer a "nice to have" – now, it's a necessity. To create that strategy, they must understand the online auto researcher audience and create content that will engage them.

To get a glimpse under the hood, Scarborough examined the demographics and behaviors of online auto researchers, adults 18 and older

who meet two key criteria: they say they research and compare as many vehicles as possible before making a final purchase decision and they say they've shopped for a vehicle on the Internet in the past 12 months.

What is the makeup of an online auto researcher? Generationally, they cover the spectrum: 34 percent are Millennials, 29 percent are Gen Xers, 27 percent are Baby Boomers. They're 27 percent more likely to be male and have household incomes that are \$17,000 higher than the average U.S. adult. Online auto researchers span the U.S., but penetration varies with higher concentrations in Austin, Texas; Albuquerque, N.M.; Columbus, Ohio; Salt Lake City and Greensboro, N.C. This diversity will require content creators to step away from a one-size-fits-all strategy. But the extra effort should pay off, as online auto researchers are a lucrative consumer group. They plan to spend \$4,700 more than the average adult on their next vehicle purchase and 30 percent have purchased a vehicle on the Internet during the past 12 months.

Knowing the makeup of this group is a start but developing digital content to engage and motivate them to purchase is where the rubber hits the road. To start, engage researchers with content about technology and the environment. Three-quarters (73 percent) agree they look forward to technological advances in new vehicles. They already have and expect features like back-up cameras, GPS, Blu-ray players, satellite radio, subscription safety services and wireless access. Additionally, half consider themselves more environmentally conscious than most and they're 41 percent more likely than the average adult to own or lease a hybrid vehicle.

When it comes to motivating these consumers, feature the types of vehicles they prefer and the perks that come with them. Online auto researchers are 18 percent more likely to plan to purchase a new SUV, 58

percent more likely to own a foreign luxury vehicle and 34 percent more likely to own a domestic and/or foreign subcompact car. Synchronizing dealership and manufacturer offerings will reap benefits, as online auto researchers use both manufacturer and dealership sites/apps to gather

information (29 percent say they use dealership sites/apps; 22 percent say they use manufacturer sites/apps). Dealership messaging should stress selection of vehicles, price/value, financing and warranties.

*These insights were derived from Nielsen Scarborough USA+, Release 1, 2017.*

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# Q

## IN FOCUS

# Product and Service Update

### ●●● health care research Report looks at IoT and health care

#### Opportunities for marketers

A new report from Navigant Research, Capitalizing on the Nexus of IoT and Home Healthcare, examines the emerging digital health industry, with a focus on how the Internet of Things (IoT) is disrupting health care and moving it to the home. As global demand and cost for health care continue to rise, providers and patients are looking to technology for cost-effective solutions. A variety of smart home technologies that leverage the IoT are helping to lower costs and improve patient care by engaging consumers with real-time information through web portals and mobile apps, as well as other innovations.

“The nexus of IoT and health ultimately puts power in the hands of consumers and enables self care,” says Paige Leuschner, research analyst with Navigant Research. “This has the potential to revolutionize the health care industry and contribute to the emergence of health care as a value proposition for the smart home, creating opportunities for a range of stakeholders to capitalize on.”

According to the report, now is the time for industry players – from

technology start-ups to service providers to large tech incumbents – to find innovative ways to engage consumers, explore new business models and create new revenue streams in the home.

The report discusses how the convergence of smart-home value propositions provides new opportunities for stakeholders to introduce innovative digital health solutions to bring efficiencies and enhancements to a traditional market. It also provides recommendations on how players in the smart-home and health industries can address the smart-home lifestyle and seize digital health market opportunity while there is momentum. An executive summary of the report is available for free download at the firm’s Web site.

[www.navigantresearch.com](http://www.navigantresearch.com)

### ●●● brand research NetBase offers visual analysis service

#### Uses AI to analyze social media mentions

Santa Clara, Calif.-based NetBase is now applying artificial intelligence to image analysis of social media posts on Instagram and other visual channels to identify brand logos and keywords to give a view of a brand’s performance. The platform is designed to classify images by facial emotions, common scenery and everyday objects to enable social and customer experience professionals to understand a brand’s conversation by tracking an influencer’s product placement, event sponsorship signage reach and fan-created content.

NetBase can identify a logo if it is partially hidden, rotated or modified. If a logo is changed into inappropriate content or a trademark is infringed, NetBase’s AI-based search will flag it so the brand can be notified, find the source and take action. Additionally,

enterprise brands can monitor regional variants and support an array of logos to protect brand reputation.

The platform can monitor for objects, memes, scenes and faces. The tool will also identify emotions of the photograph, enabling users to understand the context and where, when and how consumers are using a brand’s products.

NetBase tracks photos from campaigns and allows brands to leverage user-generated content (UGC) to create ideas for new UGC campaigns. Insights from customer use can lead to more engaging campaigns and drive content ideation. It can also help identify companion products for potential partnership and co-branding opportunities.

[www.netbase.com](http://www.netbase.com)

### ●●● new product research Trade-off tool from Harris Interactive

#### Choice Express looks at product/service preferences

Digital research agency Harris Interactive, London, has launched Choice Express, a research tool that asks consumers to review a range of options and make trade-offs on their product/service preferences. The key deliverable is a simulator that enables clients to test what-if scenarios, for example, to see the impact of a new introduction, how much consumers will pay for a new feature and which features are necessary vs. desired. The time from setup to launch and delivery is around one week, for a general-population/high-integrated research audience, accessed via Toluna’s community of people worldwide. The insights allow companies to use a combination of product and service features, benefits and price to drive stronger purchase levels. Choice Express is the latest addition to Harris Interactive’s suite of NPD products and runs on QuickSurveys, part of the TolunaInsights platform.

[www.harris-interactive.com](http://www.harris-interactive.com)



[www.quirks.com/articles/2018/20180504.aspx](http://www.quirks.com/articles/2018/20180504.aspx)



## ●●● segmentation research New programmatic activation solution

Simmons Research, Acxiom  
partner

Simmons Research, New York, has launched Simmons Activate, a programmatic activation solution powered by a partnership with technology and services company Acxiom. Simmons Activate is designed to allow marketers to convert consumer insights into targetable segments across digital and addressable TV.

Through the partnership, 140 Simmons-branded segments are available within Acxiom Audience Cloud and the LiveRamp Data Store. The Simmons consumer audience segments are developed using Acxiom's omnichannel identity resolution and built on the predictive capabilities of InfoBase data, with the aim of delivering actionable audiences at scale. Marketers and their agencies can run campaigns targeting these segments on their platform of choice, including hundreds of DMPs, DSPs and publishers. Simmons Activate is also designed to help marketers create proprietary segments using a combination of Simmons data and/or proprietary surveys in partnership with InfoBase data to enable digital targeting and analytics. [www.simmonsresearch.com](http://www.simmonsresearch.com)

## ●●● Briefly

■ Newton, Mass., research software firm MarketSight has launched Dashboard Design Studio, a portfolio of dashboard solutions, including do-it-yourself and custom solutions. [www.marketsight.com](http://www.marketsight.com)

■ Research companies Critical Mix and Issues & Answers have partnered to launch kNOW Seniors, an on-demand insights service to access opinions among U.S. seniors ages 55 years and older. The partnership will leverage Issues & Answers' knowledge in the senior market with Critical Mix's online survey tools and technology to create

[www.quirks.com](http://www.quirks.com)

insights from senior citizens. Each wave will represent 1,500 U.S. seniors 55 years and older, balanced by gender, age and region, to the most current Census results. The offering includes access to results in a data visualization tool.

[www.criticalmix.com](http://www.criticalmix.com)  
[www.issans.net](http://www.issans.net)

■ Amsterdam-based health technology company Royal Philips has launched HealthSuite Insights to support the adoption of analytics and artificial intelligence (AI) in key health care domains. The platform gives data scientists, software developers, clinicians and health care providers access to analytic capabilities to curate and analyze health care data, providing tools and technologies to build, maintain, deploy and scale AI-based solutions.

[www.philips.com](http://www.philips.com)

■ Netherlands-based research company Nebu has integrated its data collection software Dub InterViewer with EcoMatcher, a technology platform that helps businesses increase customer and employee engagement on sustainability through tree planting. The integration will allow Nebu clients to offer respondents a newly-planted tree as a reward for completing a survey.

[www.nebu.com](http://www.nebu.com)

■ Dentsu Aegis Network has announced that its M1 people-based insights platform will link the consumer packaged goods that people buy to the media platforms they utilize with Chicago-based research firm IRI. With this partnership, M1 will allow custom audience creation using IRI Verified Audiences and/or IRI ProScores audiences linked to first- and third-party data.

[www.dentsuaegisnetwork.com](http://www.dentsuaegisnetwork.com)  
[www.iriworldwide.com](http://www.iriworldwide.com)

■ Nielsen, New York, has announced the commercial availability of Nielsen National TV Out-of-Home Preliminary Reporting, an extension of Nielsen National TV Out-of-Home Service. The new report expedites delivery of insights of out-of-home audiences, allowing subscribers to receive individual telecast data within four

business days of original airing. [www.nielsen.com](http://www.nielsen.com)

■ London-based online research firm Further has launched Tandem, a mobile ethnography platform that engages people via smartphones and connected devices, providing online researchers with insight into their target audiences. [www.go-further.co](http://www.go-further.co)

■ Conway, Ark., technology and services company Acxiom has introduced its Patients Insights Package, a new data offering that provides patient insights to providers and payers. An addition to the company's Healthcare Solutions portfolio, the Patients Insights Package includes over 100 attributes and provides health-related insights like lifestyle behavioral insights, demographics and health indicators on the patient community. [www.acxiom.com](http://www.acxiom.com)

■ London-based mobile data company Ogury has launched Active Insights, an app ecosystem intelligence solution for app publishers. Active Insights is powered by Ogury's first-party data, leveraging user behavior to provide ownership and engagement metrics. Publishers can use the solution to identify competitors, monitor performance and track audience engagement and retention via an understanding of the churn factors that lead users to delete, download or re-download apps. [www.ogury.com](http://www.ogury.com)

■ Research-based communications consultancy Engagious, based in Portland, Ore., has launched the Engagious Podcast series, hosted by Co-Founder and CEO David Paull. The series includes conversations on branding, content creation, storytelling and market research. The podcast launched with six episodes immediately available for listeners on iTunes, Google Play, Stitcher or the Engagious Web site. [www.engagious.com](http://www.engagious.com)

E-mail your press releases to [news@quirks.com](mailto:news@quirks.com) to be included in our Names of Note, Product and Service Update or Research Industry News sections so we can share the information with our audience of 60,000 subscribers!



# Retrofitting your segmentation-typing tool

| By Mark Travers

## snapshot

Mark Travers offers a plan for saving a troublesome segmentation.

**R**aise your hand if this situation sounds familiar:

You contract with a quality market research supplier for a new segmentation project. With the help of your supplier, you write a great questionnaire that captures all facets of the consumer decision-making journey. You field your survey to include the most relevant consumers. You then work with your supplier to identify the segmentation solution that most closely aligns with your marketing objectives. You create segment personas to share with other business units in your organization. Finally, you receive a typing tool that allows the segmentation to live on, aiding in qualitative recruitment and in future quantitative studies.

So far, everything looks great. Your stakeholders are happy. You give yourself a big pat on the back for your expert stewardship of a high-profile and important research project.

Then, just when you think the project is in the books, your qualitative lead e-mails you to say they are having some issues with the typing tool. Specifically, they are worried about its validity in assigning qualitative recruits to the appropriate consumer segment.

The first thing you do is go back to the typing tool and peruse it for any potential problems. You take the assessment. Based on all that you have learned about the segments, you're almost certain that the typing tool will identify you as Segment X. Instead, it types you as Segment Y.

Now you are starting to panic. Is the typing

tool flawed? Or worse, perhaps the whole segmentation is somehow miscalculated? You contact your supplier to ask them to double-check the numbers in the typing tool. They assure you that it is working fine and that it is normal for there to be some error in the predictions.

You relay this information to your qualitative lead – but they push back, saying they are still having a difficult time constructing segment-specific focus groups based on the output of the typing tool.

What should you do? Can you salvage the typing tool or not? Is this indicative of a deeper problem with the segmentation?

## More common than you think

Believe it or not, this situation is more common than you think. The good news is that there is a fix for it – and it's something that can be retrofitted into any existing typing tool to improve its classification accuracy.

To explain why this problem is a common one, and how to address it, let's add some context to the example provided above. Imagine you are an insights manager at a large clothing manufacturer and your segmentation was performed on blue-jeans wearers. With your segmentation research, you have identified four distinct blue-jeans consumer segments: Rough and Relaxed, Hip and Trendy, Casual Professional and Value-Seeking.

As stated earlier, your segment personas were well-received by your stakeholders. The problem is that the typing tool is lacking in face validity. For instance, knowing what you know about the consumer segments, you would expect yourself to fall into the Casual Professional segment. The



[www.quirks.com/articles/2018/20180515.aspx](http://www.quirks.com/articles/2018/20180515.aspx)

typing tool, however, identified you as a Rough and Relaxed segment member. Your qualitative lead is experiencing similar issues, which is making focus group recruitment difficult.

Why might this be happening? First, let's make the assumption that this segmentation was an attitudinal segmentation. This means that people's attitudes towards blue jeans served as the basis for clustering. For example, the Rough and Relaxed consumer segment might hold the belief that blue jeans are primarily meant to be durable, comfortable and versatile. The Casual Professional segment, on the other hand, may be more likely to agree with statements such as, "I view blue jeans as an alternative to dressy work attire."

Attitudinal segmentations can be contrasted with behavioral and demographic segmentations. As the name implies, a behavioral or demographic segmentation uses behavioral or demographic markers as the basis for clustering. For instance, a behavioral segmentation might split blue-jeans wearers into low-, medium- and high-frequency purchasers. Or, a demographic segmentation might split segments into Millennials, Gen Xers and Boomers based on a person's age. In these cases, there is no need for a typing tool – you can assign people to their segment with 100 percent accuracy simply by knowing how often they purchase blue jeans or their age.

The attitudinal segmentation, however, is a common approach in segmentation research. Often, it is preferable to alternatives because it can add a deeper layer of consumer understanding. However, it makes the typing tool creation a delicate task. No longer are we dealing with 100 percent classification accuracy; rather, we are inferring people's segment membership from their responses to attitudinal questions. And we know from a litany of basic psychological research just how fluid people's attitudes can be.

To muddy the waters even further, not only are we inferring people's segment membership based on their responses to attitudinal questions, we are doing this using fewer questions

than were used to create the original segmentation. Fewer questions mean less information and less information reduces prediction accuracy even further.

The standard approach to maximize prediction accuracy while keeping the typing tool as short as possible is to identify a subset of questions that are most predictive of segment membership. We then plug those questions into our typing tool and use the tool as a short-form version to make segment assignments in the future. But here's the rub: Because our segmentation was an attitudinal segmentation, it is the attitudinal questions that are most likely to be predictive of segment membership and thus included in the typing tool. But, having attitudinal questions alone in a typing tool, though it maximizes accuracy, may fall short in telling the whole story (by ignoring important demographic and behavioral information).

Luckily, there is a solution: append a second prediction algorithm to an existing typing tool based solely on the behavioral and/or demographic information. Working together, these two prediction algorithms will provide exactly the information you need to increase a typing tool's face validity.

To see why this is the case, let's return to the blue-jeans example. Naturally, in the case of any attitudinal segmentation, there tend to be some behavioral and demographic differences that emerge between the segments. For instance, it is likely that the Rough and Relaxed segment tends to skew a bit more male, blue-collar and older while the Casual Professional skews a bit more female, white-collar and younger. These aren't hard and fast rules; they're more like broad-stroke trends. Importantly, they're probably trends you've used to bring your segment personas to life. So, when you're a female with a job in marketing research and the typing tool flags you as a Rough and Relaxed segment member instead of a Casual Professional, this might raise a red flag.

The truth is that there is probably a fair amount of attitudinal overlap between the Rough and Relaxed and Casual Professional segments, given that both view blue jeans as an

integral part of their work attire. So it's not all that surprising that the tool might misidentify some people in these segments. However, it is the demographic and behavioral data that can be used to break the tie, so to speak. Had your typing tool utilized both attitudinal and demographic data when making its prediction, odds are it would have correctly identified you as a Casual Professional instead of a Rough and Relaxed segment member.

Using behavioral and/or demographic data as a second prediction algorithm is especially important for your qualitative recruitment sessions. For instance, when you are recruiting for, say, the Rough and Relaxed consumer segment, you don't want to recruit people who are on the fringe of the segment because they can dilute the opinions of the segment. Rather, you want to put together a group of people who exist at the center of that segment – people who can be thought of as segment archetypes and can speak to the core complexion of the segment.

### Save you some headaches

By deploying this second prediction algorithm to work in tandem with the existing algorithm, you can be sure that you are identifying consumers who match attitudinally and demographically/behaviorally to their assigned segment. In the end, you have a typing tool that is more face-valid – which might save you some headaches as you share results with others in your organization.

Segmentation is as complex a research problem as it is important. And there are many right (and wrong) ways to tackle it. The scope of this article focuses specifically on cases where typing tools lack face validity after an attitudinal segmentation is complete. Adopting best practices from start to finish can help avoid this situation altogether and can ensure a successful segmentation research project that lives throughout your organization. 📌

Mark Travers is an account executive at Burke, Inc., a Cincinnati-based research firm. He can be reached at [mark.travers@burke.com](mailto:mark.travers@burke.com).



# One moderator's confession: What I get out of every project

| By Paul Tuchman

## snapshot

Veteran moderator Paul Tuchman explores the connecting power of the qualitative process.

**T**he entire team is in sync on the objectives. The screener is working well and finding the right participants. Everyone has weighed in on the discussion guide and the final version is ready.

Now comes the fun part: the insights and learning that will make a difference for a brand or product or service or company.

If I'm honest, there's actually one more experience to look forward to: the personal satisfaction and strength I gain from each group or interview. As I think about 27 years of moderating – 27 years of asking questions, pausing as thoughts sink in and gel, listening with an active mind and inquisitive spirit, encouraging feedback with sincere eye contact and a gentle smile – I have to confess that I get much from each consumer encounter that has nothing to do with my client or the topic we're researching.

Qualitative research – the process of engaging others in thought, opinion and action – also helps restore my faith in my fellow human beings. Especially in these divisive and polarized times, I find comfort and strength in the basic lessons I relearn about women and men every time I facilitate a project.

**Humans are not solitary beings; we need others to reach our full potential.** While IDIs are sometimes the right methodology, more often there's amazing insight and understanding from the social

interactions in a focus group. Properly moderated, the group becomes so much more than a collection of individuals; it evolves into a cohort that shares, builds and creates together, reinforcing the truth that we can do more and we can become more when we work together.


**People want to interact and share on a real level, not just on social media.** There's something powerful about talking directly with others, when they hear your voice and you see and sense their reactions. In one project, when men and women talked about their struggles to lose weight and the happier, healthier future they imagined for themselves, seeing others face-to-face – and recognizing themselves in their seatmates – brought the conversation to life. Looking into a person's eyes can be so much more powerful and long-lasting than interacting with a computer screen or smartphone.

**Support and encouragement are repaid a thousand times over.** I will never forget the middle-aged woman studying at long last for the undergraduate degree that she had abandoned decades before. Her hopes and dreams and pride flowed spontaneously because she sensed that the whole room was pulling for her.

**Smiles and laughter can be more powerful than words.** It's not always what you ask, it's how you ask it. What's the tone behind your words? What's the unspoken message you send? Smiles and laughter in particular can make a difference: they relax everyone and light up the room and the mood



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- Maryanne Livia, President, RRU Research

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## TESTIMONIALS

*"Thank you so much for being so reactive, helpful and warm! No stress here. Everything was perfect! We want to take all the team (and Asia in particular) to Paris with us."*

- Claire from Cornelia Street Paris



*"Complete professionals, incredibly fun & modern facility. Everyone here was kind and a pleasure to work with. Highly recommend Fusion Focus!"*

- Dana I., Viewpoint Creative

*"I especially appreciated the staffs incredible attentive service. You all (especially Shelley) have an instinct for what the moderator and clients need, even before they know it themselves! Thank you for an excellent first time experience here. All was impeccable."*

- Marshall from Greenberg Strategy



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they create helps move people to a place where thoughts and feelings

Looking into a person's eyes can be so much more powerful and long-lasting than interacting with a computer screen or smartphone.

emerge more easily and more spontaneously.

Patience will be rewarded. I remember interviewing a mother of

three young children who ignored her own serious medical needs because she needed the money to feed her kids. It took some time and there were uncomfortable moments for both of us but eventually my patience and empathy yielded one of the most "real" conversations I've ever had. It was eye-opening for me and cathartic for her.

Powerful things can happen

I became a qualitative research consultant because I thrive on

inquisitiveness and inquiry; I have always wanted to know and understand the "why" behind the "what." Getting beneath the surface,

into the feelings and emotions and experiences that inform our every move, is where the real fun lies and where powerful things can happen.

I have learned and continue to learn a lot about human behavior that is directly valuable to my clients but as I have matured in my profession, I find myself marveling more and more at what I am also learning about the complexity and strength and resiliency of my fellow human beings.

"What a piece of work" we are, wrote Shakespeare. That is the truth I uncover every day, the truth that opens my eyes wider each morning, the truth that brings a smile to my face and gives me renewed hope that, despite all the challenges that face our nation and our world, we will without a doubt be okay in the end.

Paul Tuchman is president of Outsmart Marketing, Minneapolis. He can be reached at ptuch@outsmartmarketing.com.

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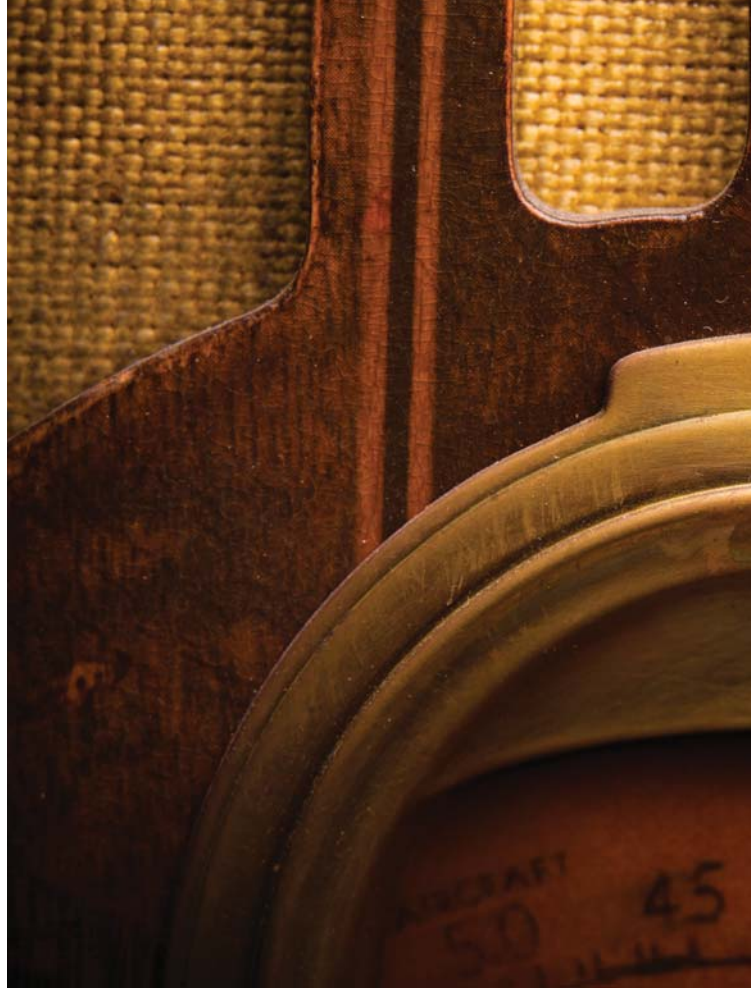


●●● qualitative research

# The birth of the focus group

Lazarsfeld, Merton and the Nazis

| By Liza Featherstone



## snapshot

In an excerpt from her new book, author Liza Featherstone recounts how Robert Merton and Paul Lazarsfeld used a new approach, the focused interview, to test reactions to anti-Nazi radio broadcasts.

*Editor's note: This is an edited excerpt from a chapter in the new book *Divining Desire: Focus Groups and the Culture of Consultation* by Liza Featherstone. The author's footnotes and citations have been removed for this usage. For more information about the book visit <https://goo.gl/KxaWjT>.*

The story of the focus group does not begin in a political campaign war room, nor over a boozy *Mad Men*-era lunch on Madison Avenue. It begins in a far more staid – but perhaps even more socially complex – context: an academic dinner party.

Sociologist Robert K. Merton arrived with his wife, Suzanne, at the Manhattan home of Paul F. Lazarsfeld and his wife, Herta Herzog (significant in focus group history in her own right, but here, like many women of mid-century, relegated to the domestic sphere). It was November 1941 and both Merton and Lazarsfeld were the two newly hired sociologists at Columbia. The men hadn't socialized with one another before this evening and it's likely that both couples anticipated the dinner with some trepidation; after all, the men had very different sociological approaches and had, as Lazarsfeld would summarize it years later, been "appointed to perpetuate the feud" between statisticians and theoreticians in the department.

Lazarsfeld was a specialist in quantitative social research and the department needed to have such a person in order to compete with other sociology departments; quantitative sociology was still young and its methodologies were gradually taking shape. But data and statistics had their skeptics in the department among the social theorists, so Merton, a celebrated big-ideas man, was hired as well. Years later, Merton would be hailed in the *New Yorker* magazine as the world's most famous sociologist, particularly well-known for his studies on how people influence one another. He popularized concepts that are still widely understood, such as "unintended consequences," "role model"



[www.quirks.com/articles/2018/20180506.aspx](http://www.quirks.com/articles/2018/20180506.aspx)





Research, a run-down old building on 59th Street – where a test audience was listening to *This Is War*.

Conceived by the U.S. Office of Facts and Figures – the year before it became the Office of War Information – this series, broadcast on all four commercial (radio) networks, was America’s first attempt to counter Nazi propaganda by explaining the war to Americans. The broadcast (as it ultimately aired) reads as an earnest meditation on reason, facts and the role of media – even state-funded media – in a democracy. Archibald MacLeish, prominent poet, Librarian of Congress and director of the War Department of Facts and Figures – read a sober letter from President Roosevelt. “The difficulty the American people have in following and understanding this war has been constantly on my mind of late,” the president mused in his letter. “This challenge to understanding, like the war itself, is a challenge we can meet successfully.”

Though framed with childish simplicity, the series was nonetheless explicitly cast as rational, to distinguish it from Nazi-style appeals to primitive urges, as MacLeish emphasized that *This Is War* would “meet the Axis strategies of lies with the United People’s strategy of truth.”

In the premiere, which was broadcast on February 14, 1942, a voiceover promised to counter fascist “lies with facts.” There was an implicit message here: the Allies can beat fascism because of, not despite, democracy’s appeals to the mind. As historian James Spiller has pointed out, the series was indeed propaganda, a sharp departure from radio networks’ previous neutrality on the war, slandering any dissenters as Axis stooges.

Still, the Allies’ side was framed as intelligent, intended for thinking citizens. This was in keeping with the program’s portrayal of Axis masculinity as defined by depraved sex and violence, in contrast with the “manly self-control” of American men, who were domesticated for the greater good, defending the “house of civilization.” Narra-

and the “self-fulfilling prophecy.”

The two men’s social backgrounds were even more distant than their academic orientations. While Lazarsfeld had been raised by middle-class socialists in Vienna, Merton, born Meyer Robert Schkolnick, was a child of immigrants raised in a Philadelphia slum. His adolescence had included a brief career as a party magician – hence his invented name, adopted because it sounded a little like Merlin – as well as periodic gang membership.

Merton and Lazarsfeld regarded one another somewhat warily at first. After all, like birds shipped in for a cockfight, it was not their job to become the best of friends.

Lazarsfeld, the older of the two – and by nature a political operator – thought it would be gentlemanly to invite Merton to dinner. But when the appointed evening rolled around, an awkward conflict arose. Lazarsfeld’s Bureau of Applied Social Research had a contract to test propaganda for the Office of War Information (OWI) (then called the Office of Facts and Figures), using technology Lazarsfeld had developed with his colleague Frank Stanton when testing radio programs for CBS. Although it was a Saturday, his government bosses called letting him know they needed him, on very short notice, to test a new program that night – when the Mertons were due to come to dinner. “It was extremely embarrassing,” Lazarsfeld would recall years later, “because the whole situation was rigged for Merton and me not to get along anyhow.” Cancelling seemed out of the question.

Instead, when the Mertons arrived, Lazarsfeld told Robert Merton not to take off his coat, that he had something to show him at his studio that would interest him. “We left the ladies here,” Lazarsfeld remembered. “What they did with the dinner, I don’t know.”

The two rival sociologists hurried downtown to the Office of Radio

tor Robert Montgomery taunted Axis leaders with a measured confidence, no sneer or tough-guy bluster, only quiet contempt: “Hear that, Adolf? Hear that, Benito?” The rhetoric used in this program would serve as a model for U.S. government radio rhetoric throughout World War II, and it was shaped in crucial ways by the tests conducted by Lazarsfeld and his team at Columbia.

Americans during this period were not eager to go to war, either to engage in bloody conflict or to make the necessary sacrifices. In fact, though FDR is now remembered as a popular president, during the war he faced considerable opposition to his policies and began putting particular emphasis on public opinion research. Lazarsfeld’s project was one of many examples of how FDR’s administration used social science methods to figure out how to communicate with the public.

Though Spiller is correct that these efforts were propagandistic, they also offer a window on an elite rather different from the one that would rule the nation in later decades. Roosevelt and MacLeish seem confident that the American people are rational and capable of democracy; they see themselves as helping to inform and lead a body politic that could rise to the challenges of political engagement. It’s difficult to disagree with the central persuasive project of this political class: urging the masses to fight fascism and make democracy work. The focus group was created as a tool in this elite’s arsenal.

In the shabby studio on 59th Street, there was no one-way mirror enabling observers to watch the discussion unseen, as there would be in a focus group situation today, so Merton and Lazarsfeld had to find spots at the edge of the room to watch the action as unobtrusively as possible.

A group of listeners – a little over a dozen – pressed buttons to indicate its “likes” and “dislikes,” which were then recorded by an early version of a computer. This was a contraption called the Lazarsfeld-Stanton Program Analyzer, an early precursor of the programs that now allow us to see the feelings of Frank Luntz’s focus groups graphed live on national television –

or that greet us if we are part of a test audience for a Hollywood movie.

Such technologies are commonplace in political and entertainment research today, but Lazarsfeld and his colleagues had only just developed them, so the sight was startling to the uninitiated. Merton, in a talk years later, would recall it as a “strange spectacle,” asking his 1987 audience to “try to see it through my then-naive eyes and remember that your present sophistication is the legacy of almost half a century of evolving inquiry.” Poor Merton was not only confronting the unfamiliar, he was also hungry and restless; this wasn’t how he would have chosen to spend a Saturday night. According to the 1961 *New Yorker* profile of the eminent professor, he “found the whole thing a bore and thought regretfully of the *gulasch* and *patlatschinken* that he was missing.”

Then a young colleague of Lazarsfeld’s interviewed the audience, trying to probe why they pressed the buttons they pressed – not just “did they like it,” but why. Merton got interested. He began to observe the interview keenly and to send Lazarsfeld notes – why doesn’t the interviewer pick up on what the interviewee is saying? Why hasn’t he followed up on this point? (Notes from meddling observers – usually clients – are now an omnipresent feature of the focus group.) Why is the interviewer guiding the respondents’ answers?

If he thought he could do so much better, Lazarsfeld asked Merton, why not try it himself? “As I was to learn over the years, this was altogether typical of [Lazarsfeld],” Merton would later explain. “He promptly co-opts me ... That was not a defensive-aggressive question, as you might mistakenly suppose it was.” Merton did take a turn interviewing and the older man was thrilled with his approach. The two men telephoned their wives at the Lazarsfelds’ place, to let them know they were still working, then “unchivalrously” – as the *New Yorker* writer editorialized – retired to the Russian Bear, ate caviar, drank champagne and talked into the morning.

A lifelong collaboration between the two social scientists was born that

night, one that significantly shaped the field of sociology. More importantly to contemporary culture, politics and everyday life, their friendship and partnership gave us the method that we now call the “focus group.”

Merton – who would, remember, later become famous for coining the term “role model” – jumped into Lazarsfeld’s project wholeheartedly, embracing the older man’s obsession with methodology. Merton explained, six months later, in a letter to his friend Kingsley Davis, another prominent sociologist, that he was spending six to eight hours a day on the *This Is War* research and was happy to do so, partly out of patriotism but also because the evolving methodology was exciting, allowing the researchers to test listeners’ reactions to material “on the spot” and, even more significantly, to be able to test “preliminary analysis and hunches ... by direct observation of human beings in action.”

He sometimes chafed at some of the government’s rigid requirements. He wrote letters to his War Department supervisor complaining that the Army was pressuring his research team to deliver quantity over quality:

*“Now it is true that with some inarticulate groups 12 or 15 minutes is quite enough because there is little to be gotten in any case. But with groups who really open up, 30 minutes for the interview itself is a dead minimum. Working on our present schedule I found it necessary time and again to cut off interviews long before they were fully exploited in order to race back to the preview room to instruct the next victim on the technique of pushing buttons. It seems a shame to devote so much loving care and attention to the entire set up and then have it go awry simply because we think ourselves compelled to operate on a group-per-hour basis.”*

Merton felt the research would be stronger if they interviewed half as many groups and spent more time with them. But he was resigned to the fact that he wouldn’t be heard, writing, “But then you’ve heard all this before and I suppose we’ll have to bow to the dictates of the U.S. Army ...”

Because of this work, and the effort he made to explain it to other researchers, Merton would be widely hailed as the “father of the focus group.” (Although he would also dis-

tance himself from the method, coyly remarking in 1987 that “there can’t be many people in the field of social science and certainly none in the related field of marketing research who know less about focus groups than I,” he would also acknowledge the many continuities between his own work and the modern focus group.) He would later clarify the principles he developed while working on these OWI projects in an article – later a booklet – called “The Focused Interview,” the article from which the “focus group” – a term not used until much later – would derive its name. The idea, as Merton outlined it, was that the interview would find out what people thought by focusing on a particular thing – a written text, a broadcast, a product they had just tried, an experience they have had – rather than conducting a wider-ranging exploration of their views. Hence, rather than asking people how they felt about Nazis, ask them to listen to a specific radio program about Nazis and answer specific questions about the program.

The focused interview made Lazarsfeld’s war propaganda research so much more revealing, because it allowed the team not only to collate and analyze yeses and nos but to ask why people reacted as they did. Lazarsfeld and Merton went on to do many more studies for the government on war propaganda and listeners’ reactions. And what they found out about listeners’ reactions to the war propaganda was often surprising and could never have been revealed by button-pushing alone.

At times the propaganda had the opposite effect on the audience than its creators intended. For instance, the programs, to convince Americans of the importance of fighting the Nazis, initially presented the Nazis as unusually bloodthirsty and brutal, inclined to treat civilians with cruelty and sadism. But this did not make Americans want to go to war with the Nazis – quite the contrary. If the audience had simply been pushing buttons, this would have been a mystifying finding – why not try to stop these horrible monsters? But the focused interview allowed the researchers to discover something


no one had considered: portraying the Nazis in very scary terms was a mistake, because then the American audience wanted nothing to do with fighting them and was actually too frightened to support the war effort. Instead, American propaganda would emphasize our superior values: democracy and rationality.

To defend democracy, then, the Roosevelt administration had to first figure out what was going on with that mysterious demos. And that was the challenge out of which the focused interview – and later the focus group – emerged. Focus groups grew out of a unique moment in world history, in which democracy seemed threatened by enemies, yet full of potential. It was one in which leaders were beginning to grasp the gap between themselves and the masses, yet these same elites had great faith in the power of persuasion. They knew the people did not always agree with them but were confident they could be convinced.

The World War II liberals didn’t see themselves as sinister propagandists in the mold of Leni Riefenstahl, but neither did they want their actual policies to be shaped by public opinion. They drew a sharp distinction between themselves – the experts – and the general public. These technocrats wanted to convince the public that their ideas and values were the correct ones. The focus group was a fitting listening strategy for such an elite,

allowing the researchers to focus on specific approaches, rather than discuss issues open-endedly, as in a town meeting.

FDR’s propagandists saw Nazi propaganda as emotional and manipulative but saw their own as a form of rational persuasion. The massive propaganda effort conducted by the Roosevelt administration during this period signaled a mistrust of the people on the one hand – the sense that they wouldn’t come to the right conclusions just by reading the news – but on the other hand, a faith in their rationality. (This faith in objectivity, even as they developed methodologies to explore people’s highly subjective and emotional reactions to everything from radio jingles to racism, was critical to mid-century liberals.) This administration was confident in the idea that soft persuasion was better than force: no one was forced to save or buy bonds and there was no labor draft. The public was convinced – rather than forced or manipulated – to cooperate in the war effort.

Today focus groups embody the status quo – what is a more contemptuous political dismissal than to describe a position as having come from a focus group? But at its birth, the focus group emerged from left-leaning thought, from a liberal intelligentsia and elected leadership class, both of which sought to gain the masses’ consent for bold, ambitious plans. 



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## snapshot

Use these improv-based games to loosen up your next focus group.

●●● qualitative research

# ‘Yes, and...’

Building synergy in focus groups with applied improvisation

| By Michelle Lenzen

One by one, people in dress pants shuffle in with timid smiles and quiet hellos. They grab seats and sit in silence, hunched over their phones. We’re hosting a focus group for IT professionals today and the energy in the room is low. But what if I told you that in five minutes flat, every grown man and woman at the table would be up out of their seats, making bold eye contact and belly-laughing out loud?

Welcome to the magical world of applied improvisation. It starts with “Yes, and” and ends with collaboration, creativity and connection. For qualitative researchers, improvisation can be an invaluable tool in building synergy among research participants. To understand how you can use applied improvisation in your next focus group, let’s start with the background on improv and how it works.

Developed to enhance empathy, improvisation is a spontaneous and creative process to accomplish an objective in a new way (Vera and Crossen 2005). It consists of



deeply human exercises and games done without preparation. While many people associate improv with jazz, theatre or comedy, i.e., *Whose Line Is It Anyway?*, the basic principles of improv can be applied to other fields like research, consulting or facilitating via an approach known as applied improvisation. For market researchers, applied improvisation can be a quick, low-stakes way to bring participants together.

For example, the mission of an improv game can be as simple as: “I have an imaginary red ball in my hands that I’m going to throw to you. Catch it!” Or, it can be more complex and require dynamic problem-solving: “Here’s a challenge for the group. Can you make a large rabbit with all of your bodies in 10 seconds or less?”

Thanks to their fast-paced style, improv games rely on reflexes and leave no time for overthinking. They are an excellent catalyst to heighten everyone’s awareness in the present moment.

When people are focused on collaborating to accomplish a mission, something intriguing happens: barriers break down, eyes meet eyes and people connect without thinking. Researchers have been studying the effects of improv on groups of people for years and the findings are worth noting.

## Gaining traction

In recent years, the study of improv’s application in the business world has been gaining traction. Second City, the birthplace of modern improvisational comedy, recently teamed up with the University of Chicago’s Booth School of Business’s Center for Decision Research to explore the intersection between behavioral science and improvisation in the workplace.

While their clinical research is ongoing, there is significant existing academic research pointing to the vast and plentiful benefits of improv. Study after study is uncovering the remarkable ways applied improv exercises can enhance group dynamics, foster a supportive and innovative environment and encourage divergent thinking.

Applied improv is a direct way to build synergy, which is one of the key advantages of using focus groups in qualitative research. Each improv exercise focuses on a mission that requires participants to connect and communicate in order to accomplish an objective. Tasks within games may include learning the other participants’ names, making eye contact and working as a team to accomplish a goal. While simple, each of these tasks encourages people to see and acknowledge each other as human.

Sometimes extraordinary cooperation arises during these tasks – egos diminish and people sync up – a phenomenon known as “group mind” (Halpern et al., 1994). Feeling in sync during improvisation exercises builds both camaraderie and respect among participants. As one study found, improv can be an integral part of teamwork, one that leads to creativity and creative outputs (Hains-Wesson, Pollard and Campbell 2017).

If you open a focus group with applied improv exercises, the feelings of human connection will carry over when you shift to the topic of discussion. You’ll find sitting and talking together feels intuitive and effortless after the adrenaline pump of an improv game. Participants will acknowledge each other by name, make eye contact and organically build off of the shared ideas.

## Driving innovative discussions

Improv can also be a catalyst for driving innovative discussions. Thanks to the golden rule of improvisation – the idea of “Yes, and...,” under which an improviser builds on an idea of his or her partner by saying “Yes, and...” rather than shooting it down – improvisation exercises help foster a positive and non-threatening environment where people feel safe to take risks, share their opinions and make collective decisions (Kirsten and du Preez 2010).

“Yes, and...” means supporting each other to the nth degree. For example, instead of saying, “No, I think that’s a terrible idea,” the guiding principle of improv helps people flip the script with positive framing: “Yes, and what if we added this too?...”

Practicing positive language during warm-up exercises helps focus group participants build each other up. Nothing shuts down group morale like an overpowering “No.” If you can give people the language to recognize each other’s ideas and add their own contributions, you help set the stage for productive conversation.

Along with creating a positive environment, improv exercises can also be used to encourage sharing wild and abstract ideas. Improvisation has been found to be an effective tool for giving people the freedom and space to break away from set patterns of thinking (Lewis and Lovatt 2013).

Certain exercises, like Shout the Wrong Name (explained at the end of this article), can be extremely valuable before starting brainstorm discussions in focus groups. Try using an improv game before open-ended questions and watch how it impacts the discussion.

With over two-thirds of all qualitative research dollars

going to focus groups (ESOMAR Global Market Research Report 2015), market researchers are faced with a huge opportunity and challenge: How might we cultivate synergy among small groups of research participants to create the optimal environment for trust, creativity and innovation?

While there is no singular formula for success, applied improvisation looks like a promising route to building the ideal dynamics for a focus group. Of course, focus groups have their own limitations, i.e., a focus group is only as strong as the moderator. Fortunately, improv exercises are easy to learn, simple to implement and only take about five minutes to execute.

### A few rules to learn

Ready to use improv exercises to build synergy during your next focus group? The art of improvisation only has a few hard and fast rules to learn before you begin.

### Yes, and...

Support each other, build on each other's ideas and avoid denying another person.

### Focus on the mission.

Each game has a goal or mission – stay in the present moment to work with the people around you to achieve it.

### Don't think too much.

Improv games are designed to be fast-paced and imperfect, so say the first thing that comes to your mind and don't think too much.

It's also important to tell participants why they are doing these improv exercises. Here's an example script:

*"Today, we're going to warm up with a quick improvisation game called Cross the Circle. This game is going to help us connect, learn each other's names and build some synergy before we get started. There are only three rules: 'Yes, and' (support each other), focus on the mission and don't think too much."*

As long as you introduce the purpose and guidelines of improvisation to the group, the magic should unfold organically.

As you plan your next focus group, consider adding one of the following three games to the agenda. I've tested each of these games with a variety of focus group audiences, from students and entrepreneurs to plumbers and IT professionals. The more confident you are when leading these exercises, the more supported the group will feel.

Take a look at each game explained below and see each exercise in action at [www.humansatheart.com/resources](http://www.humansatheart.com/resources).

### Introduction game – Cross the Circle

**Goal:** This game is a fast-paced, low-stakes way for everyone to learn each other's names.

**Benefits:** Cut tension, build synergy and get everyone in the group warmed up and ready to open up and collaborate.

**When to play:** Immediately after you give the introduction and start the focus group.

**Time needed:** 5-7 minutes.

**Instructions:** Find a space big enough for everyone to stand in a circle. You may need to step into a hallway or rearrange furniture. Once in a circle, each person will go around and say their name while standing still. Have participants imagine their feet are stuck in quicksand and they can only move when they say someone's name. The game starts with one person, A, calling someone else's name, B. Once A calls a name, her feet are released from the quicksand and she starts walking towards the person she called (B). But before A gets to B, B needs to call a different name. He cannot move until he calls a name. The goal is to think quick so that each person can move before the person walking towards them reaches them.

**See it in action:** [www.humansatheart.com/crossthecircle](http://www.humansatheart.com/crossthecircle)

### Energy-builder – Who Started the Movement?

**Goal:** Mirror each other's movements to laugh and connect with the other participants.

**Benefits:** Build synergy, get participants moving, laughing and alert.

**When to play:** Use this game to energize a group midway through.

**Time needed:** 5-7 minutes.

**Instructions:** Have all participants stand in a large circle. Ask for a volunteer to stand in the center of the circle and close their eyes. With a silent gesture, select a leader from around the circle. This person is going to start doing a movement, i.e., tapping her feet. Once she starts, everyone mirrors the movement. Instruct the person in the center to open their eyes and try to guess who's starting the movement. The leader can continue changing her movement while the person in the center turns around to guess who's starting it. The group will continue

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mirroring the leader.

See it in action: [www.humansatheart.com/whostartedthemovement](http://www.humansatheart.com/whostartedthemovement)

### Brainstorm warm-up – Shout the Wrong Name

**Goal:** Walk about the space, think quickly and speak out loud freely.

**Benefits:** Break away from set patterns of thinking.

**When to play:** Before a creative brainstorm session; in the middle of a focus group if the energy starts to fade.  
**Time needed:** 4 minutes.

**Instructions:** Have participants stand up and walk about the room. For the first round, instruct everyone to point to a random object in the room and shout the name of the object. For example, “Lamp! Chair! Light! Paper! Desk!” After everyone gets the hang of it, change up the rules. Now participants will point to an object and say the wrong name. They can call it anything except the object’s real name. It might sound like this: “Caterpillar! Grandpa! Milkshake! Magazine!” This turns out to be a funny, low-stakes game to

shake things up.

See it in action: [www.humansatheart.com/shout](http://www.humansatheart.com/shout)

### Changes the energy

Whichever improv exercise you choose, trust in the process. Let yourself take a risk to play a game with your participants and watch how it changes the energy in the room. I think you’ll be pleasantly surprised to see how quickly you can go from awkward silence to authentic human connection. Yes, all it takes is five minutes – and a little bit of confidence. 🗨️

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# Let the research define the method

How to win with creative research design

| By Julia Eisenberg



## snapshot

Julia Eisenberg argues that being flexible and creative during the research design phase can pay off in better outcomes and more actionable results.

According to the 2017 Q Report, quality data is the most important factor in choosing a new research methodology. Given that reliable data is non-negotiable, this can mean it's easy to stick with what we know out of fear or complacency. Why challenge or change the approaches we trust, the ones that always deliver what we need? It often seems easier to wedge the research into the method or product we know instead of letting the research define our approach. Easy isn't bad, it's just not always best. Especially when ease becomes a substitute for thinking critically about the right solution for our research questions. This article will explore how to reap the benefits of creatively matching design to research objectives.

### Absence of barriers

One of the most significant advantages of creative research design over templated design for custom market research is the absence of barriers. Instead of starting with a strictly defined approach and trying to solve for what the template can't do, we get to start with a clean slate. This does require two things – the researcher must have a confident, well-informed perspective on research tools and methodologies and they must be a great critical thinker. There is a time and place for systemic, prescriptive research design but not when stakeholders need your expertise to explore new territory. Insisting on creative, tailored project design isn't always the path of least resistance. Stepping away from dependable, in-the-box approaches can be uncomfortable and overwhelming. Staying current on tools and services can be time-consuming. But if stakeholders have taken time to ask for help solving a unique business issue, shouldn't we take the time to prepare an informed, robust and thoughtful response?

I'm not saying abandon your tried-and-true approaches completely. Rather, expand them so that instead of a couple of rigid boxes, you have a diverse number of tools at your disposal. What I love most about this shift in thinking is that it can elevate our status from "research order-taker" to "smart person who will have good ideas about what we should do." Of course, OF COURSE we're all the latter – but the more we reinforce it to teams, colleagues and cross-functional partners, the better.



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We recently had the opportunity to answer a request for proposal for a large body of research. We worked hard, internally and with the client, to recommend a winning design. That design was elegant (if I do say so myself) and we were thrilled to be able to present it to the client and their team. During the discussion, a paradox arose. The client loved the design and agreed it would get the job done but while praising our approach, they were also subtly asking for things the proposed solution did not address.

"I know the report will be a quantitative summary of results but I want to be sure we really get a sense of the 'why' and the feelings behind the numbers," one client mentioned. RED FLAG.

"I know our audience for phase two will be small but we really want to understand significance and correlation, even if it's just anecdotal." RED FLAG.

We'd run into some material departures from the original scope. Even though the client felt happy overall and was ready to move forward with the design as written, they were almost unconsciously signaling that a successful outcome was different than what the research would address as designed. It broke my heart to do it but I paused the meeting and suggested we rethink our design. The meeting continued, with a productive discussion on how to achieve success, and I scrapped the original proposal to better address the freshly

unearthed definition of success. And you know what? We won the work.

The client later shared that our willingness to work with them, to listen and to admit we'd all missed the mark a bit in our first pass helped them feel like they understood what it would be like to work with us. We'd listened, understood, course-corrected and ultimately succeeded as a result. Selecting our methodological approach based on the research needs, the business needs, instead of trying to wedge the research into what we wanted to sell was the right choice in this case (and I believe it's the right choice in all cases where custom research is required).

### Take the creative road

And wouldn't it be lovely if we could sit around all day, musing about the very best combination of tools in our toolbox to apply to custom research objectives? I know the need for speed and efficiency is not diminished when a custom request arises, so here are some tips and structure I find helpful when working to take the creative road over the familiar/safe one when designing research.

### Tools

Do you have a reliable set of tools that are flexible enough to meet a number of different needs? If so, do you work to keep it fresh and up to date? If not, it's time to build. Here is how my toolbox looks today:

**Digital solutions:** a reliable platform for qualitative discussion boards, ideal for short- or long-term things like journals, deep-dives and community engagements; a high-quality way to conduct individual and group video interviews, great for capturing non-verbals and group dynamics; an easy way to collect text-based qualitative interviews, suited for sensitive topics or paired with a quant survey for a context companion; a quantitative suite that can address quick, simple requests and also provide more complex data as a companion to qualitative work.

**In-person solutions:** a network of reliable facilities and moderators when face-to-face is a must.

**International solutions:** resources that can easily fit into each of the methods above to help scale to global learnings.

You may be lucky enough to have access to these tools within your organization, or you may need to seek partners to help you. Regardless, make sure you stay up to date (and make requests for) enhancements and updates to get the most out of the tools you use.

### Active listening

The act of responding to a request for custom research can be quite linear if we don't work to actively listen and actively question ourselves and our clients or stakeholders. What I wanted most when I was a client, internal or external, was to feel a connection, to feel like the person on the other end of the line understood what I needed, wanted to help and had the chops to be able to. Feeling seen and heard was always more compelling than a perfectly composed proposal or research plan quietly waiting in my in-box. Without being a nuisance, work to find relevant points in the process of answering a request for custom research. It usually takes a couple of quick chats to start to get to the good stuff – Why this research question? Why now? How does the client or stakeholder feel about the research? What are their hopes for it? How will the results be used to help inform business decisions? Listen and use what you learn thoughtfully as you craft a solution.

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## Flexibility

The beauty of getting comfortable applying creativity when it comes to custom research design is that it opens up a wide world of flexibility. Free of the constraints of in-the-box approaches, we can recommend and execute solutions fortified with resilience. Instead of presenting one approach that, if rejected, basically amounts to a wrong answer, we can present options. Or, if not options, the reassurance that options exist. I find it rare that a request for custom research ever exactly mirrors the approach selected in the end. That's why yes, a sound approach and reliable method that produces reliable data is critical.

But in research (as in life) there can be many paths to success. Expressing the option of options through a proposed solution is more art than science. It's important your stakeholder is confident they are getting our best recommendation, but something interesting happens when we're able to assert that it's not our way or the highway. If we've done our job listening and creating a connection, flexibility, resilience and the ability to adapt with

creatively sourced, sound approaches becomes almost as compelling as the research solution itself. The stakeholder wants and values your point of view, your voice, your support – not just your list of three ways to put research results into their hands. They start to envision you with them on this journey – a helpful sidekick, a supportive Sherpa – and that is how custom research ends up adding value to businesses again and again.

## Humility

The idea of course-correcting has as much to do with being a savvy researcher as it does with self-awareness. We take pride in our work and the act of proposing anything forces us to put ourselves out there. It makes us vulnerable. It takes a swallowing of pride to admit first thoughts and drafts may not always be our best. It's an uncomfortable place but it's an honest one. While confidence is key (and we all work to present ourselves as the smartest researcher in the room), humility is critical when it comes to recommending research solutions. This trait does not come naturally and I've found working to hone it can create

as much as an advantage as thorough understanding of the business objective, competitive pricing and experience.

## Push to be better

By definition, there should really never be a one-size-fits-all design when we are asked to answer a research question that is unique and custom to the state of the business at this point in time. By first considering the true research objectives of our stakeholders, then evaluating all tools available, it's easy to customize just the right mix of methodologies. If we work harder to keep our tools fresh, listen with humility and infuse a sense of flexibility into our work, we push our industry to be better and give our clients and stakeholders more value, deeper insight and a tangible way to drive growth. By approaching research design this way, insights teams can build in learning stages, move from broad baseline knowledge to answering more specific questions and much more – ensuring better outcomes and more actionable results. ①

Julia Eisenberg is VP, insights at Nashville-based 20|20 Research. She can be reached at [julia.eisenberg@2020research.com](mailto:julia.eisenberg@2020research.com).

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# A rewarding experience

The building blocks of a successful panel loyalty program

| By Kathryn Felke



## snapshot

Kathryn Felke explores strategies to help research companies keep their panelists happy.

Panel loyalty programs are the foundation for increasing your research firm's profitability and revenue by increasing panelist retention, survey frequency and panelist acquisition programs. Panel incentive programs, when done correctly, build brand advocacy and increase the lifetime value of the panelists. But to get to this point, you will need to have panelists to enroll and you will need your program to be able to capture all the necessary data because getting the critical insight into your panelist for your clients is what sets the stage for the goldmine of information needed for future panel projects.

Let's look at four basic building blocks of creating a great panel loyalty program strategy: objectives, gaining program support of key stakeholders, rewarding the participants and measuring the program.

### Objectives

Before anything else, take a step back. Devote time to planning and deciding what you want to get out of your panel loyalty program so you have a clear value proposition in mind. Do you want to improve panelist acquisition? Decrease panelist turnover? Increase the number of surveys undertaken? One of the first steps in developing a panel loyalty incentive program is deciding who your audience is. Are you addressing consumers with surveys they are qualified for? Perhaps it's a particular segment of the panel and you want to incentivize them to participate in a new client product survey or to encourage dormant panelists to update their core profiles.

If the primary goal of your panel loyalty program is retention, you may want to rethink what you are currently doing and be honest with yourself about what isn't working and make sure you don't include any stale promotions. Obtaining new panelists can cost up to 10 times more than retaining current ones so this gives even more reason for focusing your program on current clients and their loyalty. In the end, it doesn't matter which track you



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decide to pursue but there is one thing you should never forget: Your program should be about making your panelists happy and keeping them “your” panelists.

Every consumer has different needs to keep them faithful to your brand. Implementing a loyalty incentive program will work wonders to keep panelists as advocates but you must deliver on your promises to reward them for surveys. Today’s panelists tweet and post their survey experiences all over social media and in many cases refer friends. If you keep them happy they will let others know, thus extending the lifetime value and contributing to your panelist acquisition. It’s a win/win scenario.

Regardless of how you develop your loyalty incentive program – based on currency or softer benefits such as special games, exclusive tiered benefits, and offers – you must make sure there is continuous alignment between your panelist and the program. You must have the program support the experience of the panelist and not the other way around.

### **Gaining support of key stakeholders**

When preparing for a panel incentive initiative, panel managers are often greatly frustrated by roadblocks in the approval phase of their proposal. Upper management always drills down on the potential costs and returns of any marketing proposal brought to them. The program review is part of the fiduciary responsibility of their respective positions and it’s no different with loyalty programs because of the serious investments they require. For this reason, you must be prepared to show them a sound business case which includes measurable and accurate metrics.

In developing a panel loyalty program, you need to follow a sequence. There are too many loyalty program designers who don’t want to take the time to plan properly and instead take shortcuts and jump to platform selection or program execution before doing the basics.

All across the globe research companies are starting to grasp how important loyalty incentive programs are in cultivating and rewarding repeat panelists. However, just starting

a loyalty program isn’t enough. You need to be sure it is valuable to the key stakeholders.

Who exactly has a piece of the pie when it comes to your loyalty program? If you get the buy-in of other departments early on you’ll get that much more support during the life of the program. Seeking input from not only a loyalty provider but executives in marketing, finance, operations and IT will make your program a success. You must be sure that you address all concerns at the outset. By not bringing in the other divisions you will certainly flounder if not fail altogether.

Of course, we can’t predict the future but with a viable plan in place with a clear financial objective, you’ll help management understand and quantify the risks and rewards associated with your program and continue to warrant their support. Collaborate with finance folks early in the program design phase and be sure to show information in their language. Always take into consideration complex variables like technology needs, booked liability and reward costs.

You will also want to understand and communicate the likely sources of incremental income, including the program’s ability to drive more survey completions, referrals, enrollment opportunities from more visits and other beneficial behaviors. Be realistic about the possible return and whether it is driven by softer behaviors such as social interactions and “likes” on social media. Develop and explain a range of scenarios to test using your model; a well-constructed model should provide insight into a wide range of possible actions and likely outcomes.

### **Rewarding the participants**

Be sure to implement the correct loyalty solution for your incentive payouts and include the right reward mix. There are several types of incentives to select from, including cash payments, PayPal, digital rewards, merchandise, experiential rewards and games. Carefully consider each type when making your selections to ensure that your audience is motivated by the incentive you offer – and that it fits into your budget. The last thing you want is your reward management technology to hit a snag

or offer the wrong reward and create unhappy panelists.

The cash option is desirable in many cases because it can meet corporate objectives efficiently and is deliverable worldwide via checks, prepaid cards, PayPal and digital reward cards. PayPal is entirely digital and mobile and can deliver in multiple currencies. Using checks as incentive payouts is helpful when there are no other options but doing so can create the mind-set of a paycheck and may not necessarily build loyalty. Digital prepaid rewards delivered via e-mail reduce card inventories on hand and streamline fulfillment. And while a prepaid reward put the burden of redemption on the user, it also gives them instant gratification with the sense of having cash in hand.

You can also recognize and reward your top panelists with more rewards through tiers. Reward tiers may add an extra layer of cost to your program but this approach shows your survey community you care and that you’re willing to thank them with, for example, double points since they are often your most loyal panelists. Panelists who regularly complete surveys are your VIPs but how much do you know about them? Is this segment of panelists engaged in a way that lets them understand they are special? They are staunch advocates of your brand and by them delivering surveys on a consistent basis you are meeting your client project initiatives, so it’s important to keep these panelists engaged and satisfied.

If you are a small panel, consider hosting focus events a few times a year that are only for your VIPs. Inviting your “regulars” to provide valuable input is an excellent way to show them how much you appreciate them. This personalized treatment adds stickiness to their life cycle and will also increase the satisfaction of your loyalty program participants.

The points-based reward program model is a panelist favorite. They understand the approach and how it works. If leveraged correctly by your company, this type of loyalty program can provide significant savings versus the cash-based incentive model. A points program allows a panelist to self-select their preferred



incentive using the concept of reverse preference. By conveniently offering the featured incentive (check, PayPal) to reward the panelist, along with a wide variety of other high perceived rewards, a percentage of the panelists will naturally self-select a different reward type based on their interests. The reward for this purpose should be chosen carefully and aimed at motivating the demographics that you want to engage. You should consider incentives such as digital rewards, Visa prepaid rewards, brand name merchandise, gift cards and instant-win games in your marketplace. Applying the concept of reverse preference provides a loyalty program with 18+ percent in savings off your incentive cash spend. Companies like this type of loyalty program because it can easily be designed with customized specifications and, when combined with proper planning, will allow for real-time changes, reporting and analytics and promotion overlays. Points-based reward programs also allow for more diverse demographics to be addressed and considered.

### Measuring the program

To gauge a program's success, you must consider your ROI measurement goals. Even if you've just assembled your program outline, it's never too early to start thinking about your ROI goals and benchmarks. The best practice is to begin the build-out of your loyalty reward technology with measurable goals in mind and structure it to be ROI-positive at the outset. It's here that a loyalty management software program comes into play to provide the data for the major performance metrics.

Understanding, and agreeing on, how the loyalty program will be measured and evaluated is critical; achieve alignment from all the key stakeholders on metrics in advance. Getting alignment early in the design process can help avoid surprises or misunderstandings. Articulate the program's key point indicators and lay out expectations, complete with anticipated milestones on the road to success.


You will want to answer any questions that arise with solutions that are as measurable and accurate as

possible. Without creating measurable goals with due dates, you will not be able to stay on track. For example, you may have a goal to decrease panelist turnover by 20 percent in the next 18 months. You should attach a project time frame to each desired goal to make sure that you complete all steps in the manner you planned.

Having the right loyalty program software solution can help you gather and use much of the information you need all in one place. In today's world of remote employees, it is more important than ever to consolidate costs and remove duplication of efforts by streamlining productivity. To take advantage of emerging low-cost technologies and microservices, you will want to implement a SaaS reward management technology, which includes agile APIs, allowing all your existing system assets to connect effectively and efficiently. Instant access to the analytics helps you adjust to real-time information that contributes to decisions on what is working and adjustments you may need to make related to the quantifiable data that you gather.

The system selected should connect your panelists to an offering of incentive reward products for instant engagement and let you change the reward mix as needed. You should be able to run multiple panel projects and programs with different demographics simultaneously, each with its incentive scheme tailored to your needs.

### Drive more completions

So, the essence of creating a successful loyalty program is this: Will it make our customers happy? Whether it is the technology used, event-processing strategies, rewards offered or notifications issued, when creating your loyalty program, if you make them happy, loyal panelists will drive more survey completions, word-of-mouth and social boosts to your brand. Additionally, your current panelists can help you turn valuable prospects into loyal members of your panel community. 

Kathryn Felke is founder and CEO of All Digital Rewards, a Scottsdale, Ariz.-based incentive firm. She can be reached at [kfelke@alldigitalrewards.com](mailto:kfelke@alldigitalrewards.com).

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When it comes to conducting a research project, there are many different things you need to consider. You may be asking yourself: What techniques and methodologies will work best to achieve my research goals? How can I get the most out of my insights? Arguably the most difficult task is trying to find a research company that can help you with all aspects of your project. That's where full-service research firms come in.

Full-service market research firms can offer many different tools, techniques and resources to help you accomplish all of your research needs. From start to finish, full-service firms offer customized solutions for your project and help you carry out all aspects of your research to ensure you receive the most relevant and useful insights. Whether it's qualitative or quantitative, in-person or online research, full-service firms offer many different techniques and methods to help you determine what works best for your research project. Many full-service firms also have the ability to conduct research on a wide variety of industries, from health care to food and beverage, entertainment to financial services. So if you need a research firm that can do it all, check out these companies that offer full-service research.



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### Decision Analyst

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# Q

## Names of Note

■ *Chipotle Mexican Grill*, Denver, has hired **Chris Brandt** as chief marketing officer.

■ In Memphis, Tenn., **Thomas Yun** has joined the marketing/research and development team of restaurant chain *Perkins & Marie Callender's LLC* as vice president of food innovation and culinary. Yun will oversee Perkins' culinary team as well as culinary research and food innovation at Marie Callender's.

■ London-based consumer insights platform *ZappiStore* has appointed **Tristan Findlay** as VP of partnerships.

■ Cincinnati research firm *Burke, Inc.* has promoted **Ken Strunk** to senior vice president, data collection. Separately, **Danielle Blugrind** has joined the firm as senior account executive in client services.

■ **Jenessa Hunter** has joined Emeryville, Calif., research consultancy *Greenberg Strategy* as vice president, strategic planning, while **Kim Lundgren** has joined the company as managing director.

■ Seattle-based researcher *Discuss.io* has added **Jason Dyer** as global sales director.

■ **Marc Ryan** has been named chief

data officer at Warren, N.J., research firm *Lightspeed*.

■ Oslo, Norway-based researcher *Confermit* has promoted **Claire Sporton** to SVP, customer experience innovation, a newly-created position.

■ In London, health care survey solutions firm *SurveyHealthcare* has appointed **Antonio Tropea** as managing director of EU business development.



Tropea

■ Digital research agency *Harris Interactive*, London, has appointed **Vijay Mistry** as head of employee research.

■ Palo Alto, Calif., firm *Aragon Research* has appointed **Julie Dorey** as vice president of Americas sales.

■ **Phil Underwood** has joined New York research firm *Smarty Pants* as a senior director leading custom research for several of the company's toy, food and beverage and retail clients.



Underwood

■ In Paris, mobile marketing platform *FollowAnalytics* has appointed **Pascal Laik** as CEO and a member of the board of directors.

■ Toronto-based marketing agency *Abacus* has appointed **Rebecca Brown** as chief revenue officer and has promoted **Ian Martins** to chief

operating officer.

■ **Steve Flavin** has rejoined Port Washington, N.Y., research firm *The NPD Group* as president of the company's automotive aftermarket practice. Also, **David Meer** has joined the firm's analytic solutions group as SVP, analytic solutions research and development.

■ New York-based marketing analytics firm *Analytic Partners* has added **Terri Sage** as chief technology officer.



Sage

■ *The Forte Research Group*, New York, has appointed **Mary Lee** as finance director.

■ Canada-based research firm *Leger* has appointed **Bich Tran** as director of analytics.



Tran

■ *MFour Mobile Research*, Irvine, Calif., has added two new operations team members: **Jin Hong** as a fielding expert and **Taylor Manning** as research manager.

■ New York-based research technology company *Remesh* has hired **Julian Zammit** as director of sales, EMEA, based in London, and **Tim Adams** as senior software engineer.

■ Chicago-based research marketplace *Collaborata* has hired **Scott Rencher** as vice president of sales and business development.

■ In London, marketing agency





Merkle has appointed **Margaret Wagner** as executive vice president, growth officer for EMEA.

■ London-based online research and technology company *Further* has appointed **Heather Williams** as business development director and has promoted **Rhiannon James** to managing director.

■ *The National Retail Federation* (NRF), Washington, D.C., has named NRF Foundation Executive Director **Ellen Davis** as president of the foundation. She will continue serving as NRF's senior vice president for research and strategic initiatives.

■ U.K. research company *Join the Dots* has promoted Talent Strategy Director **Aimee Welsh** to its leadership team. The company has added seven new team members since



Welsh

the beginning of the year, including Research Director **Ellie Osborne** and Research Manager **Lauren Hall**. The company has also taken on a fifth wave of recruits for its MRS-approved graduate development program.

■ New York-based marketing analytics firm *Analytic Partners* has hired **Lucien van der Hoeven** as general manager, client engagement and business development for EMEA.

■ Measurement company *Verto Analytics*, San Francisco, has appointed **Patrick Brennan** to president of the company in the U.S.

■ *Bridg*, a Los Angeles-based marketing software company for restaurant and retail brands, has

appointed **Erik Brue** as chief data officer.

■ Research firm *DVJ Insights* has hired **Marieke van Echtelt** as managing director of DVJ Insights and Novio Research in the Netherlands.

■ *Directions Research*, Cincinnati, has promoted **Tim Laake** to chief marketing officer.

■ Media company *Condé Nast*, New York, has named **Karthic Bala** as the company's first chief data officer.



Laake

■ U.K. agency *Prophecy Unlimited* has added **James Caig** to its executive board as head of strategy. Caig will lead strategic teams across planning, insight, analytics and digital performance.

■ Germany-based agricultural research firm *Kleffmann Group* has appointed **Prima Cruz** as team manager for Kleffmann Group Australia.



Cruz

■ Digital automotive marketplace *Cars.com*, Chicago, has added **Sachin Gadhvi** to its marketing leadership team as vice president of growth marketing.

■ Brand and marketing insights company *Shapiro+Raj*, Chicago, has hired **Gwen Costa** as senior vice president to lead its West Coast expansion. Costa will be responsible for establishing the company's West Coast operations and serving the

company's clientele throughout California.

■ Alpharetta, Ga., sample provider *P2Sample* has added **LaMont Lambert** as vice president of business development.

■ Durham, N.C., research firm *W5* has hired **Kathy Justice** as a senior practice consultant.



Justice

■ **Henry Gonzalez** has been named chief marketing officer of Miami-based ornamental plant grower *Costa Farms*. Gonzalez will oversee the company's marketing, research and category management teams.

■ Great Neck, N.Y., research companies *Lieberman* and *FRC* have appointed **Raul Lopez** as senior vice president of the newly-created multicultural market research practice.

■ Chicago-based sports and entertainment research firm *Navigate Research* has named **Jeff Nelson** as president.

■ **Dave Habiger** has been named the new president and CEO of Costa Mesa, Calif., research firm *J.D. Power*. Habiger succeeds former President and CEO **Finbarr O'Neill**, who announced his retirement in Oct. 2017.

# Q

## Research Industry News

### News notes

■ As reported by the **Insights Association**, total funding for the **Census Bureau** for fiscal year 2018 now amounts to \$2.814 billion following legislation that passed in the House and has yet to pass in the Senate, \$1.344 billion above the fiscal year 2017 level. The association says \$2.544 billion of this funding is for the Periodic Censuses and Programs account (including the 2020 Census, American Community Survey and Economic Census) and \$270 million is for the Current Surveys and Programs account.

■ **Jeff Anderson Consulting/AH! Advertising**, a La Quinta, Calif.-based research and advertising firm, celebrated its 31-year anniversary in February.

### Acquisitions/transactions

■ Information and advisory services firm **Frontier Strategy Group** (FSG) has acquired business-to-business research and consulting firm **Ducker Worldwide**. In the short term, each company will continue to operate under its own brand. A holding company, Ducker FSG Holdings, has been formed to manage the combined firms. It is headquartered in Washington, D.C., and led by Richard Leggett as CEO. Joanne Ulnick, CEO of Ducker Worldwide, will

lead the global consulting practice of the combined firm and serve on the board of directors.

■ Beaverton, Ore., researcher **Dialsmith** and research-based communications consultancy **Presentation Testing** have announced a merger. The companies have also launched Engagious, a new business venture that is a rebrand and expansion of the Presentation Testing research consultancy. Rich Thau, former president and co-founder of Presentation Testing, will take on the role of president of Engagious. Dialsmith will remain its own distinct group. Engagious has offices in New York City, Portland, Ore., and a location in London.

■ **Schmiedl Marktforschung**, a German research marketing services firm and a Schlesinger company, has acquired Hamburg, Germany, focus group facility and data collection company **Active Research**. Active Research will rebrand as Schmiedl Marktforschung Hamburg, A Schlesinger Company and will continue under the leadership of Managing Director Thomas Oellrich.

■ London-based customer experience solutions firm **Sabio** has acquired customer service data and analysis company **Bright UK Limited**. The acquisition follows Lyceum Capital's strategic investment in Sabio and is part of an acquisition plan to broaden the company's solution portfolio.

■ Canada-based customer intelligence software firm **Vision Critical** has acquired certain assets of Vancouver-based artificial intelligence start-up **Aida Software Corp**. The acquisition is expected to accelerate the development and integration of machine learning and AI-based applications for Vision Critical's Sparq 3 customer intelligence platform. As part of the acquisition, the Aida data science team will join

Vision Critical, including Aida Founder Jenny Yang, who will lead data science initiatives for Vision Critical.

### Alliances/strategic partnerships

■ Data science firm **Civis Analytics** has expanded its partnership with Reston, Va., firm **comScore** by extending its licensing of comScore viewership data. Civis uses the data to create custom audiences to provide its commercial, political and nonprofit clients with better targeting capabilities for their TV advertising campaigns. ComScore viewership data also allows Civis' Media Optimizer clients to analyze TV engagement of custom audiences on a more granular level and optimize their total advertising spend.

■ New York-based data and technology company **PlaceIQ** has expanded its partnership with omnichannel identity resolution firm **LiveRamp**. PlaceIQ will offer its location-based audiences through LiveRamp's IdentityLink Data Store feature, which offers people-based audience data. This integration gives Data Store buyers access to PlaceIQ's audience library.

■ Cincinnati-based text analytics solutions firm **Ascribe** has formed a partnership with Los Angeles-based firm **PopResearch** (Pop) to provide marketers and advertisers with insights from consumer feedback. Pop will provide an automated consumer testing platform to collect feedback and Ascribe's text analytics software will provide insights by automatically analyzing verbatim comments and linking the emotions with associated topics to reveal themes and opinions.

■ Warren, N.J., research firm **Lightspeed** is modernizing how it buys and manages data. The company's modernization program includes a new licensing partnership with Stockholm-based technology provider **Cint**. Cint's



sample procurement tool Access Pro will replace Lightspeed's existing technology platform. Lightspeed will also leverage Cint Engage to manage its proprietary double-opt-in panels and Cint's private network capabilities to onboard and consolidate existing sources in direct private-pricing deals.

### Association/organization news

■ **The QRCA**, St. Paul, Minn., has broadened its membership criteria, removing the restrictions on qualitative researchers who work in-house and those who work at ad agencies. Professionals who design, conduct, analyze or support the conduct of primary qualitative research are now eligible to join the QRCA, no matter where they work.

### Awards/rankings

■ U.K. consumer insight agency **Join the Dots** has received the AURA Insight Communication Award, given by **AURA**, a networking forum for client-side insight professionals. The Communication Award is given for communication that creates a "wow factor."

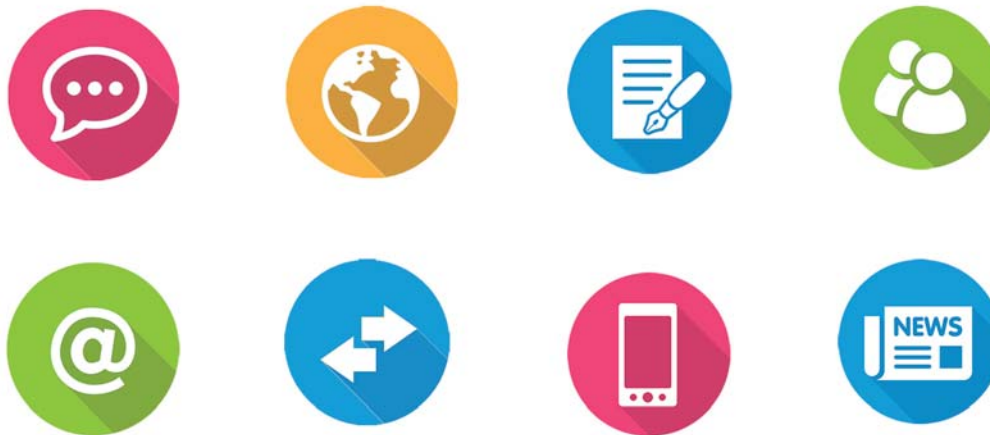
■ **Liz Granahan**, CEO of Ambler, Pa., language services firm **SyncScript**, has been nominated for **The Leukemia & Lymphoma Society's (LLS) 2018 Woman of the Year**. The LLS's Man & Woman of the Year program is a philanthropic competition to support blood cancer research.

■ Two research strategies developed by **IQS Research**, Louisville, Ky., as

part of its work with the Louisville-Southern Indiana Ohio River Bridges Project have been recognized as national best practices by the Transportation Research Board, a program of the National Academies of Sciences, Engineering and Medicine. The company was recognized for its work designing and implementing engagement strategies to reach low-income and minority residents and leaders. The feedback from these populations informed the design of the Ohio River Bridges Project tolling policy.

### New accounts/projects

■ **Nielsen**, New York, has formed a data and technology agreement with **IPG Mediabrands**, the media management and data arm of



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marketing solutions firm Interpublic Group. The integration will match IPG Mediabrands' consumer IDs with Nielsen's TV viewing and purchase behavior insights, including purchase-based audience data from a set of anonymized frequent shopper cards in the U.S. from Nielsen Catalina Solutions, as well as Nielsen Buyer Insights' transaction data from U.S. credit cards.

■ **Maritz Motivation Solutions**, St. Louis, has used its artificial intelligence (AI) algorithm to predict the redemption of loyalty program rewards associated with banking and financial services firm HSBC's new suite of credit cards. Maritz's AI algorithm predicts the rewards a loyalty program member is likely to redeem over the next year then suggests a redemption category to promote to each member, calculating the percentage of clients likely to redeem in different categories.

### New companies/new divisions/ relocations/expansions

■ Charlotte, N.C.-based researcher **AOC Marketing Research** has rebranded with a new facility design, logo, tag line and Web site.

■ Iselin, N.J., researcher **Schlesinger Group** has opened a new New York City research space in Manhattan to coincide with the company's rebrand. The space includes a research room, private briefing rooms and client offices, dual receptions, a terrace, The Wall by Schlesinger, as well as seven focus group suites and additional client work spaces.

■ Marketing consultancy **The B2B Marketing Lab** has opened its new central London office following a period of business growth and expansion.

■ New York-based marketing analytics company **Truesight Consulting** has launched a new office in Delhi, India, serving as the company's main office for India and its regional hub for greater Asia. Nitesh Sahay has been appointed managing director and associate partner.

■ In New York, conference company **Worldwide Business Research** (WBR) has launched WBR Insights, its research and custom marketing solutions

division that will help marketers create content for their target audience.

David Matthews will serve as managing director of WBR Insights.

■ Arlington, Va., research company **Fors Marsh Group** has launched a customer experience (CX) division to address industry demand for improving customer experiences with products, Web sites and services. The CX division gives clients insight into how their customers use their services and will provide clients with solutions to improve the experience and measure their impact.

■ Research company **Q-insights** has opened a new location in Marina Del Rey, Calif. The research facility will be used for focus groups, product testing and appliance research and includes two standard focus group rooms with two-way mirrors for client viewing and a multipurpose room for quantitative IDs, usability, shelf testing or appliance research.

■ Research agency **Market Probe Europe** recently joined the **Kynetec Group**, a U.K. animal health and agriculture research firm, and will now be known as Kynetec b2.

■ **KJT Group Research Panel**, the health care panel for Honeoye Falls, N.Y., research and consulting firm **KJT Group**, has been renamed the ClinicalVoice Community.

■ Columbia, Md.-based marketing agency **Merkle** has launched in Australia. Dentsu Aegis Network's Australia-based agency **Columbus** will become Columbus, a Merkle Company and be led by current Columbus CEO Rebecca Tos.

■ Jersey City, N.J., location data technology company **SITO** has formed the SITO Institute for Consumer Behavior and Location Sciences, a thought leadership and membership initiative that aims to educate and advocate for the advancement of location data intelligence as a core component of modern marketing organizations. The institute will convene an advisory board of marketers and academics who will set the research and publishing agenda for the institute and its members.

### Research company earnings/ financial news

■ Cincinnati-based customer experience outsourcing company **Convergys Corporation** reported revenues of approximately \$2.8 billion for full-year 2017, a 4 percent decrease compared with approximately \$2.9 billion in 2016.

■ Wilton, Conn., consumer insights firm **Toluna** reported year-over-year double-digit revenue growth driven by more than 40 percent revenue growth from its automated consumer insights platform and the acquisition of KuRunData by parent company ITWP in January 2018, increasing its global panel size by nearly 40 percent.

■ Research company **Ipsos** has agreed to invest approximately £3 million in London-based visual content management company **Big Sofa**. The investment will allow Big Sofa to enhance its sales and marketing functions and further invest in its video analytics platform and technology infrastructure. Laurence Stoclet, deputy CEO, group CFO and support functions director at Ipsos, will be appointed to the board of directors of Big Sofa as a non-executive director.

■ Separately, **Ipsos** has reported revenue of approximately €1.78 billion and an organic growth rate of 2.4 percent for 2017.

■ U.K.-based cross-media measurement firm **RealityMine** has received a follow-on-investment from existing investors Kennet Partners in conjunction with other shareholders to accelerate product development and geographic expansion. The company has also appointed Chris Havemann as CEO.

■ U.K. consumer insight agency **Join the Dots** has reported revenue of £12.3 million for end-of-year 2017. The agency has also named Pauline Reeves as chief financial officer.

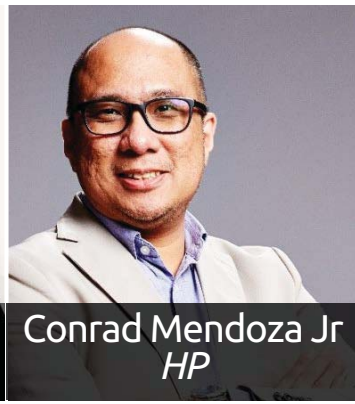
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Kanmo Retail Group

# CALENDAR OF EVENTS

●●● can't-miss activities

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

**Worldwide Business Research** will hold the B2B Online 2018 event on **May 7-9** in **Chicago**. Visit [bit.ly/2DdSg64](http://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](http://bit.ly/2ggsCpT).

## featured

**Heart+Mind Strategies** will hold a complimentary Webinar, "Trends You Need to Know: At the Intersection of Human Understanding and Market Dynamics" on **May 10** at 1 p.m. ET. Visit <https://goo.gl/D2KPx3>.

**ESOMAR** will hold its Asia Pacific 2018 event on **May 13-15** in **Bangkok**. Visit [www.esomar.org](http://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](http://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](http://bit.ly/2ouuwVL).

**Southeast Insights Association** will hold its Spring Event on **May 16-17** in **Atlanta**. Visit [www.iaspringevent.com](http://www.iaspringevent.com).

**ESOMAR** will hold its Semiotics Bootcamp on **May 16-17** in **Bangkok**. Visit [www.esomar.org](http://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](http://www.qrca.org).

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

**CX Talks** will hold its Customer Experience Summit on **May 22** at Tower at **Cityplace in Dallas**.

**LIMRA** will hold The Marketing Conference on **May 30 - June 1** at the Hyatt Regency Baltimore in **Baltimore**. Visit [www.limra.com](http://www.limra.com).

**ESOMAR** will hold its Summer Academy 2018 event on **June 4-7** in **Amsterdam**. Visit [www.esomar.org](http://www.esomar.org).

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

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

**MRIA** will hold its 2018 Annual Conference on **June 10-12** in **Vancouver, British Columbia**. Visit [bit.ly/2ygCoAp](http://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](http://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](http://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](http://bit.ly/2FZoAfb).

**AMA** will hold its 2018 Advanced Research Techniques (ART) Forum on **June 21-22** at Ohio State University on **Columbus, Ohio**. Visit [bit.ly/1FxoXbk](http://bit.ly/1FxoXbk).

**Strategy Institute** will hold the Customer Success Summit Canada event on **June 26-27** at the Old Mill Inn in **Toronto**. Visit [bit.ly/2FAJ3GR](http://bit.ly/2FAJ3GR).

**UXPA** will hold its 2018 International Conference on **June 26-28** in **Rio Mar, Puerto Rico**. Visit [uxpa2018.org](http://uxpa2018.org).

**Travel and Tourism Research Association** will hold its 2018

International Conference on **June 26-28** in **Miami**. Visit [bit.ly/2gBfk5L](http://bit.ly/2gBfk5L).

**EphMRA** will hold its 2018 Conference on **June 26-28** at the Congress Centre in **Basel, Switzerland**. Visit [www.ephmra.org](http://www.ephmra.org).

**Merlien Institute** will hold its MRMW Asia-Pacific event on **June 27-28** in **Singapore**. Visit [apac.mrmw.net](http://apac.mrmw.net).

**WAPOR** will hold its Annual Conference on **June 27-30** in **Marrakesh, Morocco**. Visit [bit.ly/2HRLMwc](http://bit.ly/2HRLMwc).

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

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To submit information on your upcoming conference or event for possible inclusion in our print and online calendar, e-mail [info@quirks.com](mailto:info@quirks.com). For a more complete list of upcoming events visit [www.quirks.com/events](http://www.quirks.com/events).



# Q

# 2018

# Focus Group Moderator Directory

Following is a list of over 210 moderators at 115 firms. These firms have paid to be included in the magazine version of the directory. The directory has three sections. The first section lists all the firms alphabetically and includes their contact information along with the names of the moderators they have on staff. The second section cross-references firms by the industries and markets they specialize in and the third section is a personnel cross-reference of the moderators. For your convenience, this directory is also available at [www.quirks.com](http://www.quirks.com). (The online version lists 1,000 moderators at nearly 900 firms.)

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A searchable version of  
this directory is available  
at [www.quirks.com](http://www.quirks.com)





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**Kat Figatner 1,200 sessions since 2005**  
**Matthew Finocchio 125 sessions since 2017**  
**Jorge Martinez 1,000 sessions since 2002**  
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Greg Carter is Senior Vice President at Consumer Opinion Services Inc. He has been with the company for more than 30 years, is a principle/owner and is their lead qualitative research consultant. (See advertisement p. 22)



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## Daniel Research Group



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EurekaFacts is a full service research firm. We have experienced, professionally trained, English and Spanish bilingual moderators, on-site recruitment and focus group facilities easily accessible by subway/bus. Expertise includes focus group moderation, cognitive and in-depth interviewing, usability testing. Audiences served: physicians and health professionals; Latinos, Hispanics; consumers; B2B; government; employees; hard to reach populations; educators/school administrators; multicultural audiences; children, teens, parents and seniors. Areas and fields served: concept and ad testing, consumer, social marketing, nonprofit, customer satisfaction, transportation, impact assessments, telecommunications, healthcare/pharmaceuticals, Health IT. For a facility tour, click the YouTube icon.



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GKS Consulting provides trusted moderation, facilitation and interviewing services for organizations across industry segments and categories. We have experience serving nonprofit institutions and other service-providing organizations, business to business providers and consumer groups. With more than 40 years of institution- and agency-based experience, we work closely with clients to understand objectives, challenges and opportunities and then listen carefully to find the insights and perspectives that take strategy to the next level. As one client says: "Gail brings a keen, rational research process paired with extensive marketing experience. Her moderation skills are exceptional whether group or one-on-one."

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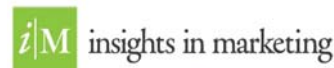
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**Michael Griffin**

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Issues and Answers Network Inc. is a Full Service International Marketing Research Firm. Our focus group facility, located in our corporate office in Virginia Beach, VA is the only focus facility on the Southside of Coastal Virginia. Our robust data base includes everything from stay at home moms to Active Duty military. Our four in-house professionally-certified moderators will manage all aspects of your qualitative projects, including: focus groups, one-on-one interviews, dyads, triads and mini-groups, conducted in person, by telephone or on the web. Our Senior Quantitative Management Team will manage all facets of your project, including survey and sampling design, in-house data collection, data analysis, reporting and presentation. These projects can be done domestically or internationally - In person, by phone, web, or mail.

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Just Qual+ LLC is a boutique qualitative and quantitative health care marketing research firm with extensive live, global and online capabilities. Eric Swatek is a PRC-certified Expert Consultant who has been serving both pharmaceutical and medical device clients since 1998. We have conversations with professionals, patients, consumers and caregivers in the U.S. and around the world.

**Just The Facts, Inc.**

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**KMR Research Studio**

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**Katrina Noelle since 2003**

KNow Research is a full service qualitative consultancy, providing our clients a wide range of qualitative options including group discussions, interviews, intercepts, shop-alongs, online communities, etc. Regardless of the methodology, our goal is to uncover insights by digging deep to keep our clients in the KNow throughout ideation, moderating, analysis and project management services.

**Listen Research, Inc.**

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kim@listenresearch.com  
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**Kimberlie Harmon since 1997**

Listen Research is an experienced team of professionals that grew up in corporations and large research firms. We provide qual and quant research services to a diverse portfolio of clients. Our moderators have experience leading discussions with people from all walks of life, from business-to-business interviews with doctors and executives to friendship-pair groups with kids, teens/tweens and young adults. We provide outstanding analysis with results-oriented implications, enabling clients to hear what people think and make smarter marketing, advertising and product development decisions.

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**Jan Lohs since 1987**

Jan Lohs is known for qualitative research that brings depth of insight and understanding of consumers, B2B and employees. She is skilled at drawing out the personal stories that bring to light the unconscious drivers of attitudes and behavior. Insatiably curious and committed to excellence on every project, whether domestic or international, Jan is passionate about qualitative research!

**M G Z Research**

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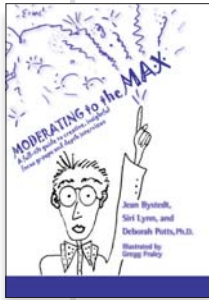
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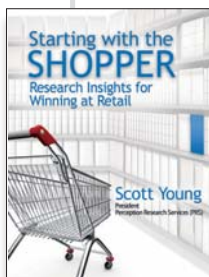


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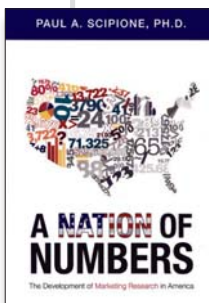


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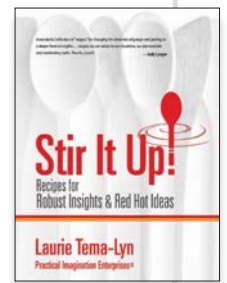
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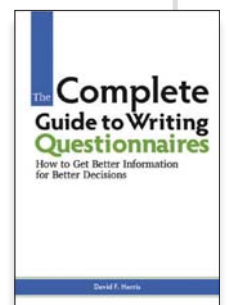


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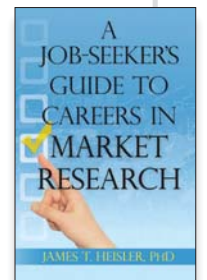


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## 10 minutes with...

### Carolyn Brooks

Senior Manager of Consumer Insight, Disney

#### How did you first become interested in consumer research?

When taking a marketing research class in college I was always looking forward to the next lecture and assignment because I was genuinely curious to learn more about the consumers, products or services that comprised our case study each week and enjoyed analyzing data to uncover those insights. A year later I took a consumer behavior course which further supported my passion in the area while helping narrow my interest to really understanding consumers and how they make decisions.

#### Does your love of live events influence your work as a researcher?

Absolutely! Live events – whether it's a baseball game or concert – are like mini case studies for me to observe people and try to understand their motivations for attending as well as how the experience could be improved. It also works the other way in that my research skills allow me to cultivate my love of live events by frequently finding new ones to attend!

#### What tips do you have for researchers looking to use in-depth interviews for the first time?

It's pretty common advice but so important that I have to say it first – avoid directly asking “why” as much as possible. While understanding the why is a key research objective, it can make consumers very defensive about their answers and ultimately hurts the tone of the entire conversation. A second tip for in-depth interviews is don't be afraid of silence. Participants are hearing these questions for the first time so make sure the moderator allows them time to process and doesn't try to fill the silence, which can distract or lead them to a different response.

#### Describe the best part about conducting end-to-end journey mapping for the Walt Disney World guest vacation experience.

Disney is a very emotional brand, and it was incredible to see and hear the powerful feelings that guests experience throughout their Walt Disney World vacation. Sharing what the trip personally means to families plus allowing us to tag along and experience it with them at times was both touching and insightful.

#### What is one of the most unexpected findings to come out of consumer research you have conducted at Disney?

It's no surprise that guests see Disney vacations as a chance to bond with their families, but it was really interesting to learn they also enjoy and seek out opportunities to connect with others who are vacationing in the same place simply because they now have that experience in common.

Read the full interview at [www.quirks.com/articles/2018/20180522.aspx](http://www.quirks.com/articles/2018/20180522.aspx).



“Participants are hearing these questions for the first time so make sure the moderator allows them time to process and doesn't try to fill the silence, which can distract or lead them to a different response.”

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