

QUIRK'S

For marketing research and insights professionals

AT THE BREAKING POINT

WHY ARE MR FIRMS COMMITTED TO TECH BUT UNWILLING TO INVEST IN IT?

PLUS Design thinking in the age of behavioral economics
How not to lose a client
The researcher and the ballerina

ADVERTISING SECTION

Innovative Products
and Services

Quirk's Marketing Research Review
June 2018
Volume XXXII Number 6
www.quirks.com



SCHLESINGER
QUALITATIVE

WHAT SETS US APART?

- ✔ A collaborative and consultative approach
- ✔ A lifetime of experience and expertise in our fields
- ✔ A passion for new ways to engage your target
- ✔ International proprietary brands and global reach

Discover the Schlesinger Advantage in 'de-tail' at
[SchlesingerGroup.com](https://www.SchlesingerGroup.com).

There's an app for that...
...and FPG has it!

Introducing

The FPG App

a new survey app developed by FPG to
enhance the respondent user experience

Just as technology has shaped the expectations of research buyers – respondents now have an elevated expectation for their research experience.

At FPG, we are committed to improving the overall respondent experience to gather better consumer input for our clients. We continue to push the boundaries of the status quo by introducing innovative platforms that generate deeper insights, including our new respondent mobile app – FPG POV.

Have fun
with
Polls

Share
with
friends

Take
Surveys

Get
Messages

Manage
your
account



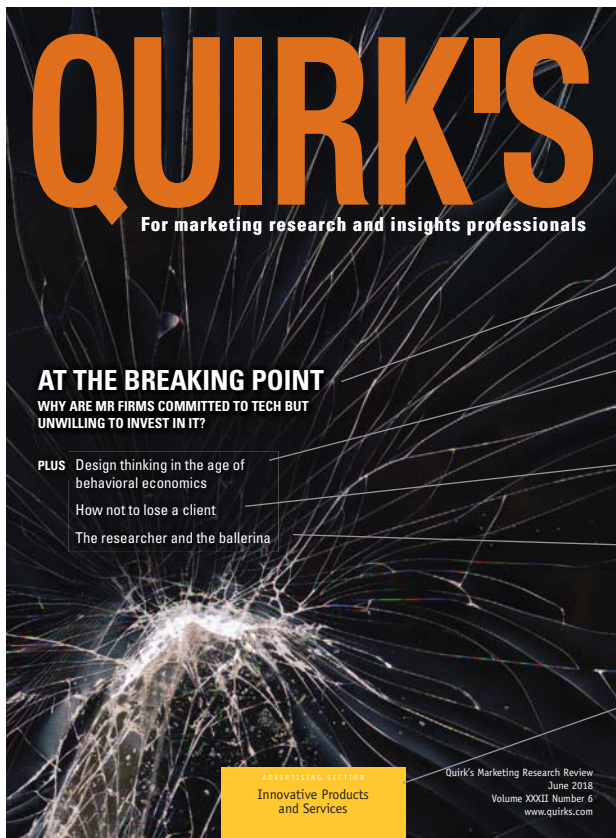
Look for *FPG POV* in
the App Store or Google Play

FPG Focus Pointe
Global

Premier data collection solutions
Online | Mobile | In-person
20 research locations nationwide
onecall@focuspointeglobal.com
focuspointeglobal.com

CONTENTS

Quirk's Marketing Research Review
June 2018 • Vol. XXXIII No. 6



page
32

page
38

page
44

page
48

page
16

DEPARTMENTS

- 6 Click With Quirk's
- 8 In Case You Missed It...
- 11 Ask the Expert
- 12 Survey Monitor
- 16 Innovative Product and Services
- 52 Names of Note
- 54 Research Industry News
- 58 Calendar of Events
- 61 Index of Advertisers
- 62 Before You Go...

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

Publisher • Steve Quirk
steve@quirks.com | x202

Editor • Joseph Rydholm
joe@quirks.com | x204

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

News Editor • Sara Cady
sara@quirks.com | x212

Audience Development • Ralene Miller
ralene@quirks.com | x201

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

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

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

Sales • Lance Streff
lance@quirks.com | x211

European Sales • Stewart Tippler
stewart@quirks.com | +44(0)7989-422937

... moving? make sure
Quirk's comes with you!
Send change of address information to
subscribe@quirks.com



Download the Quirk's iPad, iPhone or Android app to view this issue.



An interactive downloadable PDF of this magazine is available at www.quirks.com/pdf/201806_quirks.pdf.



Follow us on Twitter @QuirksMR.

ON THE COVER

- 32 **At the breaking point**
Why are MR firms committed to tech but unwilling to invest in it?
By Sheila Wilson and Tim Macer

TECHNIQUES

- 38 **A basis for better understanding**
Design thinking in the age of behavioral economics
By Greg Chu
- 44 **Help us help you**
How not to lose a client
By Angela McCue
- 48 **Nicely choreographed**
What can ballet teach us about marketing research?
By Laura Bayzle

COLUMNS

- 10 **Trade Talk**
Asian-Americans deserving of more marketer interest
By Joseph Rydholm
- 26 **By the Numbers**
When a total is less than the sum of the parts
By Stephen Hellebusch
- 28 **Qualitatively Speaking**
A reflection on bias in qualitative research
By Margaret Roller



Automated market research you can launch today

Get fast results with the SurveyMonkey Audience
global survey panel. Always on, easy to use.

Automation does the work for you:



Project
feasibility



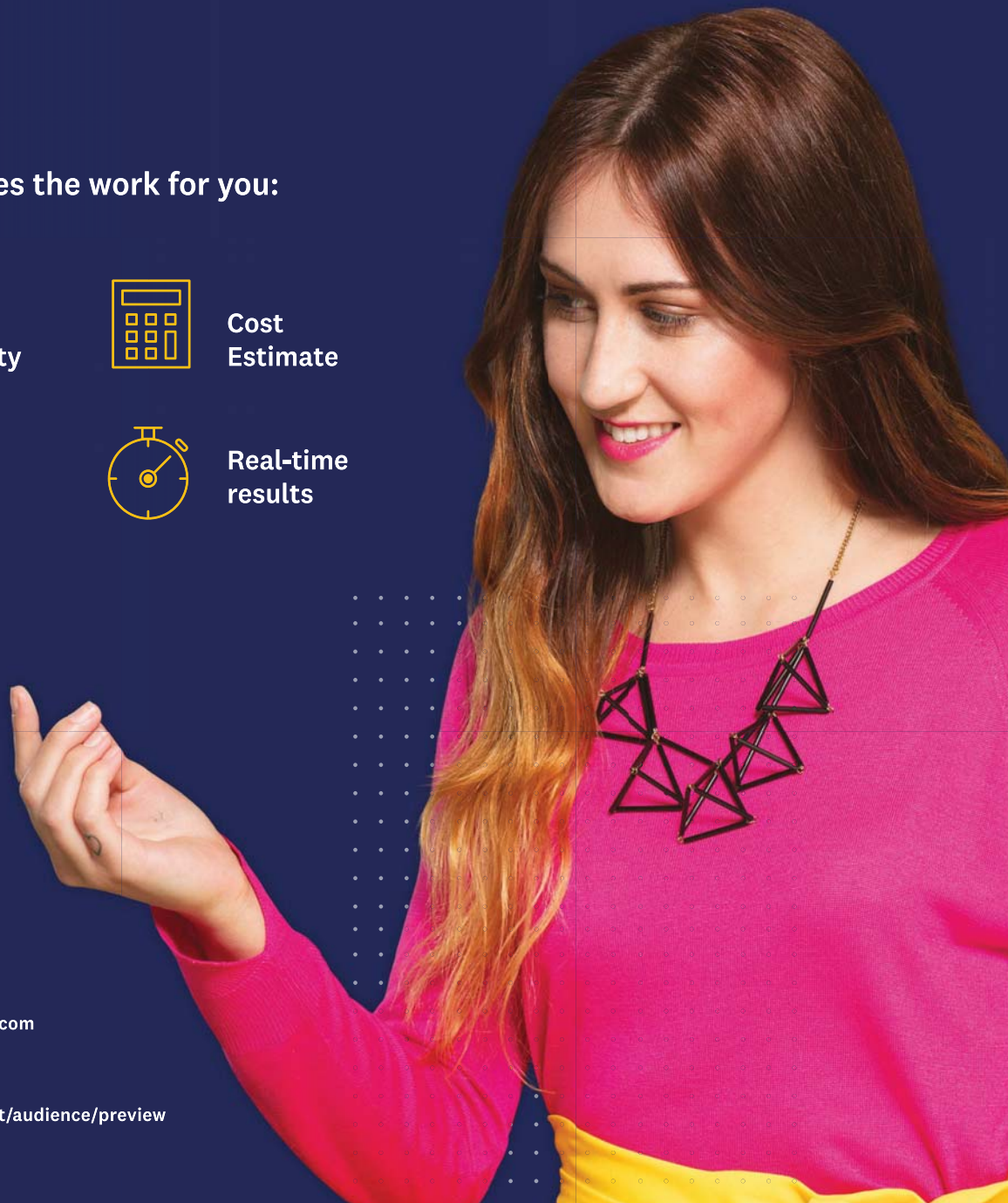
Cost
Estimate



Survey
launch



Real-time
results



Request a free demo:
audience@surveymonkey.com

Check your project's cost:
surveymonkey.com/collect/audience/preview



// Noted Posts

QuirksBlog.com

U.S. organizations concerned about GDPR deadline

<https://goo.gl/toFyzQ>

Consumers plan to spend 2018 tax refunds responsibly

<https://goo.gl/mY7Jqz>

Best in show at the 2018 Quirk's Events

<https://goo.gl/2eC6ot>

ResearchIndustryVoices.com

Do you still need a Spanish-dominant U.S. Hispanic sample?

<https://goo.gl/e4Ecep>

5 tips for running an implicit test

<https://goo.gl/PjcMH6>

6 survey respondents to avoid

<https://goo.gl/7bCU3s>

ResearchCareersBlog.com

Getting the most out of conferences you can't attend

<https://goo.gl/QH8JQC>

What your team needs to know about cybersecurity

<https://goo.gl/2K9JST>

Embrace change and reinvent yourself

<https://goo.gl/vFgrPb>

... online tools

Quirk's upgrades site navigation

Here at Quirk's we are always working to make it easier for you to use our free resources. We've reviewed your feedback and in order to improve the user experience on Quirks.com we have launched a new site refresh with more intuitive site navigation!

This navigation update includes:

- a new tools and resources section to house our multimedia, annual Q Report, glossary, statistical calculator and more;
- more robust searches of research category topics in articles, jobs, directories and events; and
- added sort and refine search options.

In addition, all articles, events and company details now open in separate windows so you never have to click back to see your original search results!



// E-newsworthy

Using language that represents your impact

www.quirks.com/articles/2018/20180426-1.aspx

Improving your max-diff data

www.quirks.com/articles/2018/20180425-1.aspx

5 tips for gathering feedback from pharma consumers

www.quirks.com/articles/2018/20180425-2.aspx





Design for Better Vision

Fieldwork has been busy updating our 15 research locations to make them more conducive to ideation and innovation. We have also added a 2,200 square foot flexible creative space in downtown Chicago. Fieldwork understands that the best way to generate non-linear thinking is to think within a non-linear space.

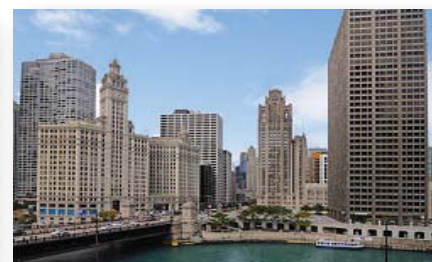
Versatile Spaces



Creative Environments



Inspiring Views



All with the convenience, service and stellar recruiting you expect from Fieldwork.



Focus on the Research. We'll do the Rest.

1-800-TO-FIELD
www.fieldwork.com

Atlanta • Boston • Chicago-Downtown • Chicago-Flex • Chicago-O'hare • Chicago-Schaumburg • Dallas • Denver
Fort Lee, NJ • LA-Orange County • Minneapolis • New York City • Phoenix • San Francisco • Seattle • Anywhere
NATIONAL RECRUITING • GLOBAL FIELD MANAGEMENT • ONLINE RESEARCH



••• political research

'I approve' tagline sends different message

In the article, "How encouraging niceness can incentivize nastiness: An unintended consequence of advertising reform" in the *Journal of Marketing Research*, Clayton Critcher of the University of California-Berkeley and co-author Minah Jung of New York University describe a series of studies examining the effects of the familiar "I'm Candidate X and I approve this message" tagline that accompanies political ads on radio and TV as mandated by a 2002 law.

The research suggests the law created an unintended effect: The authoritative-sounding phrase makes policy-oriented negative ads seem more credible, reports *Pacific Standard's* Tom Jacobs.

Many participants in a study saw the notification as an indication that "the ad had been touched by regulation," said Critcher. "That gave a legitimizing halo to the message as a whole."

As a result, "Not only did the tagline enhance the perceived believability of policy attack ads," the researchers write, "it also produced more positive evaluations for the ads' sponsoring candidates."

The researchers found that the approval language, when delivered by the candidate, constituted a promise, which had the effect of encouraging higher ad evaluations. But this effect did not occur when the words were spoken by a narrator, using third-person language ("This ad is sponsored by Steve Kagan; he approved this message") or if the candidate was heard but he or she did not make an explicit endorsement of the ad's content.

That finding suggests a simple fix. "Requiring a candidate to deliver a tagline, but one that has no approval language," the researchers conclude, "may satisfy the goal of keeping voters informed about who is running ads, without ironically lending credibility to (negative) messages."



••• social media research

Family posts need to be picture-perfect

As part of a marketing campaign, beverage maker Minute Maid partnered with Edison Research to commission the "This is Good Parenting" survey to better understand how parents are using social media to share their families with the world. The survey uncovered an open secret: candid family pics are usually not very candid.

Ninety-four percent of parents surveyed who post pictures or videos of their family on social media admit to posing or staging at least one of them and more than one-third (36 percent) of parents who post pictures or videos of their family admit to staging or posing most or nearly all of them.

In addition, more than four-in-five (81 percent) parents who post pictures or videos of their family admit they avoided posting because something embarrassing was in the background, while 80 percent of parents have avoided posting because their house looked messy. Forty-three percent of parents who use social media agree they only post flattering photos or videos of their family.



www.quirks.com/articles/2018/20180601.aspx

Toluna^{*}

*Can't predict
the future?*



TRY TOLUNA INSIGHTS AND KNOW WHAT'S NEXT

INSIGHT FOR TODAY'S ON-DEMAND ECONOMY.
TRANSFORM THE WAY YOU OBTAIN INSIGHTS.

Demo TolunaInsights today.
www.tolunainsights.com



Insights on Demand Founding Member tolunainsights.com

Asian-Americans deserving of more marketer interest

Asian-American consumers don't seem to get as much attention from the business press as some other populations. You just don't see the same types of "Companies are ignoring [Consumer Group X] at their peril!" stories about them as you do about other groups.

Well, consider this my effort to increase that number by one, because after reading the press materials about a recent Nielsen report, it's clear Asian-Americans warrant a lot more love from advertisers and marketers.

The report, *Asian-Americans: Digital Lives and Growing Influence*, identifies them as growing faster than the general population and maintaining income and education rates higher than any other racial or ethnic group. Their buying power has grown exponentially, to \$986 billion, up 257 percent since 2000, versus 97 percent for the total U.S.

Per the report, Asian-Americans are showing notable growth in mainstream influence as social influencers, food bloggers and talented U.S. athletes. Data show the star power of these Asian-Americans and their ability to build audiences that are more representative of the American public.

- Asian-Americans over-index by 124 percent for using Yelp, 92 percent for reading and contributing to blogs and by 51 percent for reading restaurant reviews.
- Leading Asian-American celebrities who got their start on YouTube have high levels of awareness, likability and influence, according to Nielsen N-Score.
- With a population of 21.8 million, Asian-Americans currently represent 7 percent of the total U.S. population. Much of the growth has come from immigration.
- Asian-Americans are the most affluent and educated of any U.S. racial and ethnic group and have the highest average household income at \$110,523. Fifty-two percent of Asian-Americans have at least a bachelor's degree.
- In 2017, California had the largest Asian-American consumer spending with \$323 billion. The next highest spend state was New York at \$88 billion, followed by Texas at \$78 billion.
- Asian-American households are more likely to include a married couple (63 percent), have children under 18 in the house (39 percent) and be multi-generational (26.7 percent).
- Asian-American households spend more annually (\$61,400) than the average U.S. household (\$53,510).
- Thirty-three percent of Asian-Americans say their cell phone is an extension of their personality and 73 percent note that text messaging is an important part of their daily life.



©Clare Pix Photography www.clarepix.com

Joe Rydholm can be reached at joe@quirks.com

Maintaining ties

Asian-Americans present the added advantage to marketers of maintaining ties with home cultures where global leaders in smartphone manufacturing, social media and online commerce have headquarters. They outpace non-Hispanic whites in ownership of the latest digital devices and are also more likely to use their digital devices to purchase products online, listen to music and radio, watch TV or movies, as well as other daily lifestyle functions, Nielsen's research shows.

"Year over year, as we develop this report, we have seen consistent growth and expansion in the Asian-American consumer segment," said Mariko Carpenter, Vice President, Strategic Community Alliances, Nielsen, in a press release. "Asian-Americans' growth, influence and spending power are key characteristics of a powerful consumer group that can make an impact on any industry or business. Now, with a growing Millennial population, we are seeing Asian-Americans rising as trendsetters and leaders in business, sports, fashion, food and entertainment. Marketers, take note." 📌



www.quirks.com/articles/2018/20180602.aspx

••• advice for researchers

ASK THE EXPERT

Expert answers to important research questions.

What do you see as the biggest challenge for today's researchers and how has your firm attempted to tackle it?



Kimberly Marsh
Co-Founder, SVP, QualQuant Signals
Kimberly@qualquantsignals.com
Phone: 973-204-0514



I see the greatest market shift as being able to deliver a high level of research rigor very quickly. This impacts every researcher, client, corporate executive, firm and decision – it's a widespread industry pain point that occurs every single day!

This challenge is often overcome through technological developments that are brought into the market. In the past the research industry experienced a shift from CATI interviewing to online data collection and mobile methodolo-

gies. Tomorrow we will be thinking about integration challenges such as big data and AI. Today it is the demand for a quicker turnaround of projects. The true challenge is to provide a quicker turnaround that does not require our clients to sacrifice any area of the project.

Saving time in research is the backbone of our organization. In fact, it's why we exist – our products and our brainpower work toward finding new ways to shorten timelines. So how do we tackle it?

We've designed something called efficiency techniques (ETs) – whitespace landscaping, reverse open-end coding, hybrid qual/quant question types, etc. – that aim to remove all natural stops from the project process.

To give an example: Our hybrid questions collect qual organic consumer expressions that are quantitatively voted on. Our patented algorithm performs momentum checks and amplifies which stimulus has the most potential for market reach and success.

All ETs work together within one methodology/one study for the same cost. Our clients do not need to pare down, limit or make uncomfortable accommodations for their study scope in any way. In some cases, upon close of fielding, we can deliver final results within three to four days.



Jeffrey I. Goldstein
President, ACUPOLL Precision Research, Inc.
jgoldstein@acupoll.com
513-943-0020



Are 95 percent of decisions non-conscious or is that fake news?

Professor Gerald Zaltman appears to be the origin of this claim many years ago, which he recently acknowledged to me is an estimate, since it isn't measurable. Non-conscious influences are clearly important. Yet, is it really reasonable to assume that conscious thinking influences the same 5 percent of decisions when grabbing a candy bar vs. choosing a cold medicine or computer? It's critical to capture both conscious and non-conscious measures (and to have proof of predictability, using tools like Spark MCR™, featured in the Innovative Products and Services section in this issue).

Have a question you'd like to have answered? Submit it to info@quirks.com.

Want your firm to be featured as an expert? Contact sales@quirks.com for more information. www.quirks.com/articles/2018/20180655.aspx

IN FOCUS

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



// Survey Monitor



••• health care research

Americans not alone in their loneliness

Gen Z loneliest generation?

Most American adults are considered lonely, according to results from a national survey exploring the impact of loneliness in the United States released by health service company Cigna.

The evaluation of loneliness was measured by a score of 43 or higher on the UCLA Loneliness Scale, a 20-item questionnaire developed to assess subjective feelings of loneliness as well as social isolation. (The UCLA Loneliness

Scale is a frequently referenced and acknowledged academic measure used to gauge loneliness.)

Nearly half of the more than 20,000 U.S. adults ages 18 years surveyed report sometimes or always feeling alone (46 percent) or left out (47 percent). One in four (27 percent) rarely or never feel as though there are people who really understand them. Two in five sometimes or always feel that their relationships are not meaningful (43 percent) and that they are isolated from others (43 percent). One in five people they rarely or never feel close to people (20 percent) or feel like there are people they can talk to (18 percent).

Americans who live with others are less likely to be lonely (average loneliness score of 43.5) compared to those who live alone (46.4). However, this does not apply to single parents/guardians (average loneliness score of 48.2) – even though they live with children, they are more likely to be lonely. Only around half of Americans (53 percent) have meaningful in-person social interactions, such as having an extended conversation with a friend or spending quality time with family, on a daily basis.

Generation Z (adults ages 18-22) is the loneliest generation and claims to be in worse health than older generations. Social media use alone is not a predictor of loneliness; respondents defined as very heavy users of social media have a loneliness score (43.5) that is not markedly different from the score of those who never use social media (41.7).

The survey also revealed several important bright spots. The findings reinforce the social nature of humans and the importance of having communities. People who are less lonely are more likely to have regular, meaningful, in-person interactions; are in good overall physical and mental health; have achieved balance in daily activities; and are employed and have good relationships with their coworkers.

More specifically – and expectedly – the survey showed that people who engage in frequent meaningful in-person interactions have much lower loneliness scores and report better health than those who rarely interact with others face-to-face. Getting the right balance of sleep, work, socializing with friends, family and “me time” is connected to lower loneliness scores. However, balance is critical, as those who get too little or too much of these activities have



www.quirks.com/articles/2018/20180603.aspx

higher loneliness scores.

Those who say they work just the right amount are least likely to be lonely – the loneliness score of those who work more than desired increases by just over three points, while those who work less than desired showed a six-point increase in loneliness. Not surprisingly, those who report working less than desired are less likely to report having feelings associated with being less lonely (e.g., feeling outgoing and friendly, there are people you can talk to, etc.), compared to those who work more than desired.

••• science research Not much of an impact

3M study charts attitudes
towards science

Science needs a champion. This is the conclusion St. Paul-based manufacturer 3M has come to following analysis from its first annual State of Science Index (SOSI), a global study exposing the general population's attitudes towards science.

At first glance, results from the study



suggest sentiment towards science is overwhelmingly positive: half of respondents believe flying cars will become a reality within their lifetime and 87 percent characterize science as fascinating, not boring.

However, upon further inspection, the survey reveals many people are

••• CX research

Is your customer in the process of ghosting you?

Study looks at customer defection styles

Companies invest billions each year in expensive customer service programs, sales forces and sophisticated discounting programs such as Groupon to lure and retain customers only to find that churn remains one of their biggest and most expensive challenges. According to a new study, customers have a tendency to send clear signals before they break up with a company but you have to know what to be monitoring and the key to any relationship remains effective communication.

The study, *Some Customers Would Rather Leave Without Saying Goodbye*, published in the INFORMS journal *Marketing Science*, is co-authored by researchers from Columbia Business School and London Business School.

The study analyzes hybrid settings, where a customer could leave the service either by canceling their account/ unsubscribing or by stopping interacting with the service.

Firms operating in these settings face two different types of churners: overt churners, who inform the firm about their disengagement with a company; and silent churners, who tend to fade away more quietly simply by not making repeat purchases.

The authors analyzed customer behavior in two different (hybrid) contexts: a daily deal Web site and a performing arts organization. They separated overt churners from silent churners to understand and predict both types of churn and then explore possible levers to better manage the customer base.

“We have consistently found that overt churners tend to interact more, rather than less with a firm prior to disengaging with that firm,” said the authors. “This means that they will open e-mails they receive and read communications from a company but it can be a mistake to assume that simply because a customer is engaged, he or she is satisfied and will not leave.”

In turn, the research found that while overt churners may engage with the firm by opening e-mails and reading them, they rarely click on links in the e-mails, which suggests that the content is not perceived as valuable to them. “We have found that once a customer transitions into the ‘silently gone’ state, the firm is highly unlikely to reengage the customer using previously used communication methods,” said the authors. “However, a more proactive and customized communication reduces the possibility that certain customers will leave silently.”



unaware of the impact science has on their lives: almost 40 percent believe everyday life would not be much different if science did not exist (38 percent). A pattern of skepticism around science also prevails. The study found that almost one-third (32 percent) of the global population is skeptical of science and 20 percent distrust scientists.

The independent, 14-country State of Science Index was commissioned by 3M and conducted by researcher Ipsos to explore the image of science around the world. Respondents were asked about their knowledge, understanding and appreciation of science, as well as questions about the image and future of science.

For many, science is seen as being accessible only to “geniuses.” The study found more than one-third of people are intimidated by science, with 36 percent agreeing only geniuses can have a career in science.

More work needs to be done to address the gender gap in science. Women are less engaged with and interested in science than men. They are more likely than men to say they know nothing about science (21 percent vs. 15 percent) and are significantly less likely to believe a career in engineering would be satisfying (9 percent vs. 25 percent). Women, however, are more interested than men in medicine (20 percent vs. 14 percent) and life science (15 percent vs. 10 percent).

Science is appreciated more on the macro, societal level, than the micro, everyday level. Significantly more people believe science is very important to society in general (63 percent) than it is to everyday life (46 percent).

People have great expectations for science. About three in four believe science can solve different global challenges inspired by the United Nations’ Sustainable Development Goals. Globally, people are optimistic that science can solve challenges related to access to affordable renewable energy (75 percent) and energy supply (74 percent). People are also turning to science to solve challenges related to disease treatment (75 percent), clean water and sanitation

(73 percent) and Internet access (73 percent). But confidence in science to solve the following global challenges is much lower: climate change (46 percent), hunger (45 percent), aging population (41 percent) and unemployment (33 percent).

People are largely unaware of science and its impact on their lives. The majority (66 percent) think about the impact science has on their everyday lives “a little to never.”

Nearly half the population wishes they had pursued a career in science. While a small majority of people (54 percent) have no regrets about pursuing a non-science career, nearly half wish they had chosen a career in science (46 percent).

Science skeptics and science supporters are unified with respect to their kids and the next generation. When it comes to the next generation, science skeptics and non-skeptics are surprisingly aligned: 82 percent would encourage kids to pursue a science career and 92 percent of parents want their kids to know more about science; at the same time, 33 percent think students need a better understanding of how science improves the world to inspire them to pursue a career in it.

Despite skepticism and a general misunderstanding about science, excitement for the future of scientific advancements is high. When asked about what they believe science will achieve in their lifetime, the top responses included robots in every workplace (64 percent), robots in every home (55 percent) and flying cars (51 percent). Additionally, there were expectations for undersea living (41 percent) and inhabiting Mars (35 percent), all within our lifetime.

Overall, the study found that emerging countries are more optimistic about future scientific advancements than respondents from developed countries. Emerging countries are much more likely to think flying cars (58 percent emerging vs. 43 percent developed) and controlling the weather (43 percent vs. 22 percent) would be possible in their lifetime.

Full study data, including individual country breakdowns across 14 countries and the ability for individ-

uals to explore the data further can be found at 3M.com/scienceindex.

Ipsos conducted the study of 14,036 adults across 14 countries between June 14, 2017 and August 26, 2017. The survey was fielded through a combination of online and offline interviews. Approximately 1,000 people aged 18+ were surveyed in each country. Countries included in the study: Brazil, Canada, China, France, Germany, India, Japan, Mexico, Poland, Kingdom of Saudi Arabia, Singapore, South Africa, United Kingdom and the United States. The sample for each country was nationally representative based on age, gender, region, and race/ethnicity (where applicable). At the 95 percent confidence level, the margin of error for the 14-country global total is +/- 0.83 percentage points. Emerging and developed countries were grouped in the following way: developed – Canada, France, Germany, Japan, Singapore, United Kingdom, United States; emerging – Brazil, China, India, Mexico, Poland, Kingdom of Saudi Arabia, South Africa.



••• leisure research Book readership holds steady

Audiobooks gaining in popularity

Americans are spreading their book consumption across several formats, and the use of audiobooks is rising, reports Pew Research Analyst Andrew Perrin.

About three-quarters (74 percent) of Americans have read a book in the past 12 months in any format, a figure that has remained largely unchanged since 2012, according to a

Pew Research Center survey conducted in January. Print books remain the most popular format for reading, with 67 percent of Americans having read a print book in the past year.

And while shares of print and e-book readers are similar to those from a survey conducted in 2016, there has been a modest but statistically significant increase in the share of Americans who read audiobooks, from 14 percent to 18 percent.

Overall, Americans read an average (mean) of 12 books per year, while the typical (median) American has read four books in the past 12 months. Each of these figures is largely unchanged since 2011, when the Center first began conducting the surveys of Americans' book reading habits.

Despite some growth in certain digital formats, it remains the case that relatively few Americans consume digital books (which include audiobooks and e-books) to the exclusion of print. Some 39 percent of Americans say they read only print books, while 29 percent read in these digital formats and also read print books. Just 7 percent of Americans say they only read books in digital formats and have not read any print books in the past 12 months. Some demographic groups are more likely than others to be digital-only book readers but in general this behavior is relatively rare across a wide range of demographics. For example, 10 percent of 18-to-29-year-olds only read books in digital formats, compared with 5 percent of those ages 50-64 and 4 percent of those 65 and older.

Interestingly, there are no significant differences on this question related to educational attainment or annual household income. Some 7 percent of college graduates are digital-only book readers, compared with 5 percent among those who have not graduated from high school.

Demographic differences in book reading in 2018 are similar to the patterns seen in previous Pew Research Center surveys. For instance, college graduates are more likely to be book readers than those who have not attended college and younger adults are more likely to read books than those 65 and older. At the same

time, some groups have become more likely to read books in certain formats than was true in 2016. Some examples include:

Younger adults. Nearly one-quarter (23 percent) of 18-to-29-year-olds have listened to an audiobook in the past 12 months, compared with 16 percent who had done so in 2016.

College graduates. The share of college graduates who have read a print book or listened to an audiobook in the past 12 months has increased by 6 and 7 percentage points,

respectively, since 2016. Notably, the share of high school graduates who have listened to an audiobook in the past 12 months has nearly doubled over that same time frame, from 9 percent in 2016 to 16 percent today.

Rural adults. Adults living in various community types are equally likely to listen to audiobooks. But 17 percent of those living in rural areas have listened to an audiobook in the past 12 months, up from 10 percent in 2016.

**Do you know
who's really taking
your surveys and
from where?**

Most industry data validation methods are easily spoofed.



NAME & ADDRESS

New identity can be found online in less than a minute.



EMAIL

New email address can be created and confirmed with ease.



2-STEP AUTHENTICATION

Online SMS Services do not require a physical phone ownership.



IP/DEVICE FINGERPRINT

How to spoof IP address or device fingerprint can be googled.

Ask us how we validate our panelists and go beyond industry expectations to raise data quality.



contact@activemeasure.com | www.activemeasure.com

••• tools and solutions

INNOVATIVE PRODUCTS & SERVICES



Methodologies, techniques and technology are rapidly changing in the marketing research and insights industry. New products and services are being released at an ever-faster pace. How can you keep up on what is new? Quirk's has you covered. In this section, you will find some of the newest and most innovative tools and services to keep your research up to speed. From the latest in software, technology, methodology and services, these are the products and service you will want to know about.

www.quirks.com/articles/2018/20180677.aspx



TolunaInfluencers™

try's leading on-demand, real-time consumer insights platform.

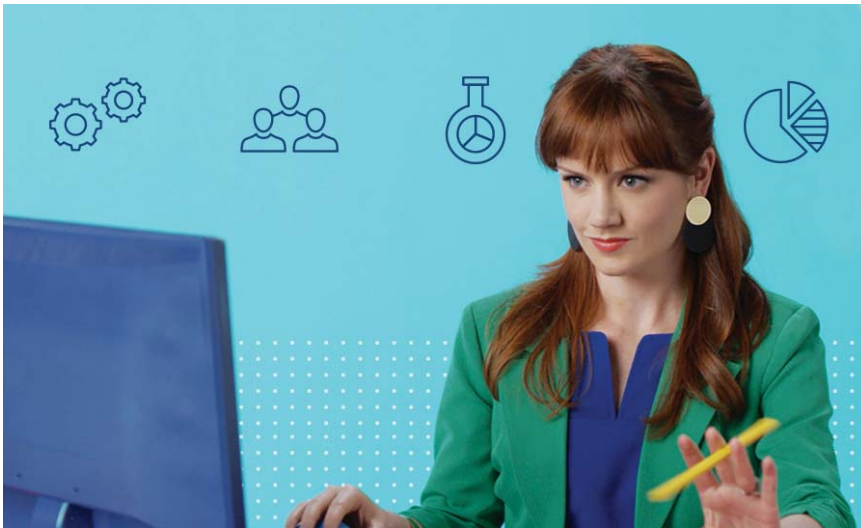
TolunaInsights is the only end-to-end platform where audiences, surveys, communities and analytics are completely integrated with one another, and Toluna's global influencer community, accessible through one interface, empowering the adoption of agile research approaches, enterprise-level research programs and ultimately better and quicker decision-making. Clients can opt to access the platform directly, leverage Toluna's managed services or create fully customized digital consumer insights programs via our engineered services.

corporate.toluna.com

Toluna is the only insights provider uniquely designed to empower today's on-demand economy. We are powered by the perfect fusion of expertise, technol-

ogy and community – which we use to connect businesses and consumers to deliver insights on-demand to companies of all sizes.

TolunaInsights is the indus-



SurveyMonkey: Automated market research to reach your goals faster

A product manager at a self-driving car company sits right on the cutting edge of innovation. But the obstacles Michael Paris faced at start-up drive.ai will sound familiar to market researchers across other industries.

With most market research solutions Paris lacked visibility into the survey creation process, had trouble

reaching his target market and had no real-time access to the data.

In SurveyMonkey Audience, Michael found an automated market research solution that solved all of those problems.

The speed, targeting options, data quality and ease of use were significantly better, he said. Research costs dropped up to 50 percent. Most importantly, “SurveyMonkey Audience made it easy for me to reach a broad spectrum of users.”

As an always-on consumer panel, SurveyMonkey Audience helps you do worldwide market research in your own time and budget. Automated tasks are built in: check the feasibility of your study; estimate its cost and delivery date; launch your surveys; and watch the data roll in in real-time.

Audience runs on the SurveyMonkey platform so survey design, launch and analysis are always at your fingertips. It’s part of an innovative portfolio of solutions including SurveyMonkey CX (customer experience), TechValidate (customer case study automation) and SurveyMonkey Engage (employee engagement).

SurveyMonkey focuses on innovation so customers can focus on their research goals.

“I was able to get data quickly,” Paris said, “without a lot of learning in advance.”

www.surveymonkey.com/audience



New cognitive science tool doubles odds of success

With new tools being introduced to capture System 1 non-conscious thinking, it’s difficult to know what to use and whether it really works. ACUPOLL has introduced Spark MCR™, an advanced new screening tool that is proven to outperform traditional approaches in predicting how messages impact people’s behavior, including sales.

Developed in collaboration with a leading cognitive scientist, Spark MCR™ provides more realistic and complete evaluation of ideas’ ability to ignite the gut, heart and mind. The technique was optimized using 40,000 responses and shown to be twice as effective at capturing respondents’ gut

reaction – impulse and emotion – as well as reflection. Spark provides a more practical solution than neuro methods for screening:

- product ideas
- positionings
- digital or print ads
- claims
- taglines
- varieties/flavors
- packages
- logos

ACUPOLL compared survey reactions using Spark MCR™ to actual digital campaign results (i.e., online behavior and e-commerce sales) for a big-box retailer. The study also included a control cell featuring traditional screening approaches.

Spark MCR was significantly and materially more predictive of engagement and sales than the traditional approach. Messages with higher performance in Spark MCR were four times more likely to result in high engagement and two times more likely to result in high sales vs. lower-performing ads.

www.acupoll.com





Runyon Canyon Park, Los Angeles, Calif.

TASTEMAKERS

RESEARCH GROUP

Consumer product testing reinvented

TasteMakers Research Group is a next-generation market research company providing high-performance consumer testing solutions to CPG innovators who require agile, authentic and rigorous results.

The PopUp CLT™ (consumer location test) is an agile market research methodology designed to quickly conduct quantitative consumer taste tests, product testing and sensory research across the U.S. and Canada. The new “CLT” stands for consumer location testing where hundreds of on-the-go consumers are recruited organically and seamlessly during their daily lives.

Natural, familiar and in-context consumer testing locations support large sample sizes for quantitative results and create highly engaged participants that deliver authentic insights. There are unlimited ways to reach your target consumer by leveraging our retail, leisure, fitness, local business, city and community partnerships nationwide.

Our robust research staff recruits participants in the field according to screening specifications, performs continuous test monitoring of participants and tightly controls the preparation of each sample. Real-time results, advanced reporting and statistical capabilities are available for any project.

tastemakersresearch.com

Innovation + ease of use: Automation drives efficiency in conjoint and max-diff research tests



Recently AYTM “Ask Your Target Market” introduced new robust advanced research tests to its already innovative and easy-to-use research automation platform.

Conjoint express and segmentation makes conducting choice-based conjoint research tests fast and easy. This sophisticated approach allows researchers to find the most desired combination of features for your future product, service or package out of the tens of thousands of possible permutations – all from an easy-to-use drag-and-drop interface.

AYTM has also upgraded its advanced max-diff research test to offer two options, express or hierarchical Bayesian (HB). The express upgrade has decreased the number of screens by half and HB allows researchers to collect high-resolution data on the individual level using the HB model.

Both advanced research tests can be found on the robust AYTM automation platform featuring a full range of quantitative research tests via the ease of a do-it-yourself platform. AYTM’s proprietary built-in panels provide access to over 25 million consumers in 26 countries, along with real-time pricing, guaranteed delivery time and fast turnaround.

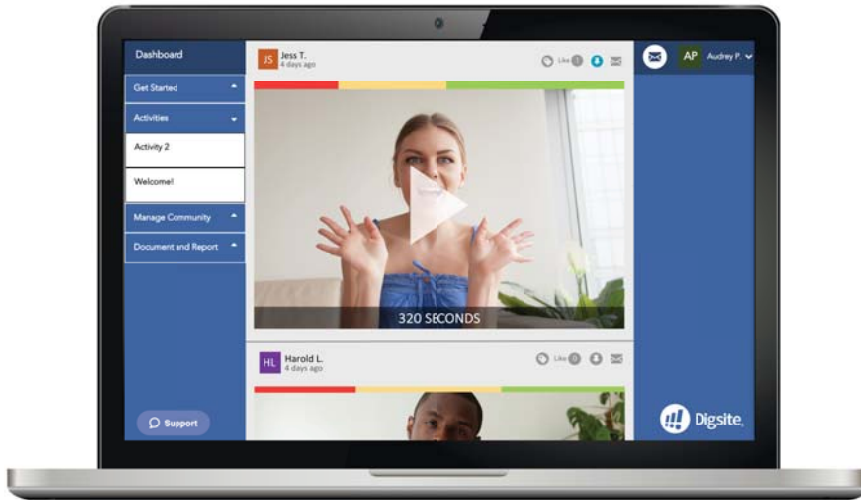
AYTM.com

Sawtooth Software launches Bandit MaxDiff

Utah-based Sawtooth Software launched a new offering – Bandit MaxDiff. Max-diff, or best/worst scaling, is a survey-based approach that is ideal for measuring preference or importance scores for a list of items such as advertising claims, product benefits, features and more. However, max-diff becomes problematic when the number of items exceeds about 50. As internal teams and clients continue to push the envelope with the number of items, Bandit MaxDiff offers an adaptive approach that more efficiently manages a large list. The approach uses preferences from previous respondents so subsequent respondents see max-diff questions that oversample the top items – the ones that are most likely to turn out to be the overall winners. If the goal is to identify the top items for the sample, researchers can save up to 75 percent on data collection costs by using Bandit MaxDiff because you only need to interview as few as 25 percent of respondents as you did in the past! Users can test up to 2,000 items at a time with Bandit MaxDiff. Max-diff was first released as a software system in 2004 by Sawtooth Software, which continues to be the industry leader in choice/conjoint analysis. Find out more at www.sawtoothsoftware.com/BanditMaxDiff or e-mail sales@sawtoothsoftware.com.



www.sawtoothsoftware.com



includes group conversations, survey responses and image markup.

Videos are automatically transcribed and fed into Digsite SmartReporting, using automation and natural language processing to give you an instant overview of findings. Digsite SmartReports feature word clouds, top-ranked quotes and sentiment charts across both video and non-video responses. In addition, moderators can easily conduct more detailed analysis and build clip reels. The result? You spend less time conducting research and more time telling better stories.

Use Digsite Video Sprints to capture customer experiences; build brand positioning and advertising; and optimize new product ideas. Digsite Video Sprints can also be used as a follow-up to selected survey responses or as a way to capture in-context experiences prior to in-person research. For more information, visit Digsite.com/VideoSprints.

Digsite Video Sprints: Bring your agile qualitative research to life

Video is a powerful way for your customers to provide real, human feedback that is emotionally engaging and rich in meaning and context – but video can be a challenge under tight schedules and budgets. The new Digsite integration with Voxpopme enables you

to quickly incorporate video into your agile qualitative research, getting you the actionable insights you need, without sacrificing your timelines.

Digsite Video Sprints begin with high-quality, targeted recruiting using our proprietary SocialFind™ approach. Participants can easily share their thoughts and experiences with video responses as part of an intuitive social media-style community that



Take control of your next research dashboard

Dashboards are a bit of a buzz at the moment. But they're not just a fad – they're here to stay as a key way to visualize research data. They can also be complicated to build and as a market researcher, your dashboarding options are quite limited.

You could commission expensive BI software, only to discover that the interface is difficult to use and often requires an external consultant. Or, you find it's not built with the market research industry in mind and can't natively handle everyday researcher functionality, such as significance or low bases.

Considering these issues, we at E-Tabs felt there should be a better way for you to take control of your insight dashboard creation. Therefore, we created E-Tabs Iris.

Iris is a full-featured dashboard design platform specifically tailored to the needs of market researchers, giving you the power to create impactful dashboards within minutes. The cloud-based interface is simple to use with a drag-and-drop design surface and the responsive layout ensures your dashboards are perfectly formatted for all devices. It even auto-populates native charts into PowerPoint, for those who also want easily editable offline reports.

It's time for researchers to take back control with powerful and easy-to-use dashboard software sitting in the right hands – your hands.

To take control of your research dashboards visit e-tabs.com/iris.



Artificial intelligence is here. It's time you use it.

Not only for big data, AI will make your surveys better

Having built AI into a survey platform, GroupSolver™ lets you answer your burning why, how and what questions faster and with more confidence. Make your surveys shorter and more interactive while getting more value from asking open-ended questions.

Answers that move the needle

Our customers – from Fortune 500 companies to start-ups – rely on GroupSolver™ to discover insights which often remain hidden from a traditional survey. Whether understanding fundamental NPS drivers or discovering why that new logo redesign doesn't stick, GroupSolver™ has helped businesses focus on what really matters.

You don't need to be an AI expert to make AI work for you

With an intuitive, drag-and-drop interface, the GroupSolver™ platform brings the power of AI to researchers of all skill levels. Your competitors are taking advantage of AI today, shouldn't you?

www.GroupSolver.com
info@GroupSolver.com

Knowledge Excel Services

Interactive conjoint programming and analysis

Conjoint analysis is a popular MR technique that marketers use to determine what features a product should have and how it should be priced. Using a conjoint study you can ascertain a consumer's willingness to purchase products at certain price points and which attributes are most desirable.

Knowledge Excel offers an advanced and comprehensive range of conjoint solutions including choice-based conjoint, adaptive conjoint, menu-based conjoint, max-diff, etc., coupled with full survey programming. This service is backed by an R&D and innovation team specializing in adding an interactive element and gamified experience to surveys.

One such example is conjoint-powered virtual shelf which offers respondents an engaging survey experience that simulates their shopping experience.

Knowledge Excel's Conjoint Centre of Excellence team develops Excel-based simulators that allow clients to conduct alternative "what-if" scenarios.

A one-stop solution provider, Knowledge Excel aims to cater almost all major activities starting right from survey scripting, data collection and data processing to advanced analytics.

<http://knowledgeexcel.com> | <http://scriptbox.in>

Combining powerful cloud-based platform technology with strategy

All Digital Rewards is a leader in digital loyalty solutions for market research professionals. ADR offers a powerful combination of cloud-based platform technology and strategy to loyalty marketers in need of accelerating growth and deepening customer impact. All Digital Rewards creates brand-consumer interactions through promotional campaigns to spark interest, loyalty programs to retain and reward and technology applications to securely facilitate the engagement. Clients manage simultaneous customer panel promotions concurrently – all from one convenient administrative dashboard.

Founded in 2009, ADR is one of the most dynamic independent digital solution providers, headquartered in Scottsdale, Ariz. Visit www.alldigitalrewards.com to learn more!

www.alldigitalrewards.com



protobrand

results on rich qualitative data at scale in 47 languages.

Our latest enhancement to the visual metaphor elicitation exercise allows respondents to express their own visual voice through a self-recorded video. When this feature is combined with our other capabilities such as facial coding, eye-tracking, response latency and more traditional quantitative metrics, we are able to holistically identify what respondents think and feel and determine how it might inform their behavior.

This global scalability allows research to be conducted almost anywhere in the world. Insights are no longer bound by borders or languages – instead they are scalable to uncover the universal human truths that drive behavior.

Being able to understand exactly what drives consumer behavior allows researchers to explore consumers' emotional relationships with brands, assess how new product innovation ideas address emotional needs or measure the emotional impact of advertising. Our full-service research consultancy delivers behavioral science-based research to Fortune 500 companies in industries such as CPG, health care, financial services, retail and technology. Whether you are testing the latest concept or diving deep into what your brand means on an emotional level, Protobrand delivers actionable results with the help of Meta4 Insight®.

www.protobrand.com

System 1 Market Research with Meta4 Insight®

Protobrand set out in 2010 to build the future of non-conscious measurements in market research. Since then, our proprietary research platform, Meta4 Insight®, has redefined how inquisitive researchers capture the “what” and understand the “why” behind deep-seated emotional responses. Protobrand understands that in order to provide actionable insights for our clients, we must first begin by asking the right questions. Traditional research approaches focus on System 2, the rational, slow and deliberate brain. However – as behavioral economics has taught us – humans also rely on the faster, non-conscious System 1

brain to make decisions.

Meta4 Insight®, our proprietary research technology, leverages the fact that over 80 percent of human communication is nonverbal and captures non-conscious responses from respondents at scale. One of our techniques, visual metaphor elicitation, increases the volume of expressed words by 36 percent when compared to traditional open response questions. Expanding the depth of consumer responses goes beyond probing what is purely top-of-mind and instead allows actionable insights to be uncovered by applying an emotional and experiential lens. The metaphor elicitation responses are quantified using AI-powered text analytics to provide meaningful, quantifiable



Focus Pointe Global releases new e-book: *Building a Culture of Innovation in Market Research: A User's Guide*

In a fast-paced, rapidly changing industry, we know we need to embrace the new technology and innovations that will move our business forward – but how exactly do we go about it?

Building a Culture of Innovation in Market Research: A User's Guide is written by Laura Livers, Focus Pointe Global's CEO. Her in-the-trenches perspective distills hard-won lessons and thought leadership from many sources into a pragmatic guide for leaders in the market research industry to build a framework for ongoing innovation in their businesses.

"While emerging technologies are changing the way we collect data, FPG's dedication to service, excellence and close, long-term client relationships remains constant. We look forward to a continued journey of innovative growth in partnership with our clients, industry colleagues and research participants," comments author Laura Livers. "I hope my experiences in purposeful innovation over 30 years will offer value to those who read the e-book."

www.focuspointeglobal.com

Restaurant Snapshot

Visitors by Gender

67
33

Likelihood to Order

71
44
31

Delivery Orders

38

Rating

Customer Feedback

Overall Satisfaction

83

Unleash your inner designer

A broad range of skills is expected of you as a market researcher and nowadays you're also expected to be a data and graphic designer ... while also keeping within project timelines and budgets! It's a tough ask. However, E-Tabs Vizualz is set to make this both manageable and enjoyable, allowing you to express your creativity through producing reports with maximum wow factor and minimum effort.

Vizualz is a data-driven infographic PowerPoint plug-in, designed specifically for you – market researchers. We've combined the areas we know best – market research, data visualization and automation – to provide you with an easy-to-use interface so you can produce impressive visualizations you can take pride in. By taking away the hassle through removing the manual elements of infographic creation, you can get on with the important stuff – delivering the insight. Vizualz unleashes your inner designer, all within the familiarity of PowerPoint.

To start getting creative visit e-tabs.com/vizualz.

E-Tabs

Innovation and cutting-edge design with Fieldwork quality recruiting

Located in the heart of Midtown and steps away from Penn Station, Fieldwork New York City offers the recruiting and resources to help you take full advantage of the Metro New York market.

Our recently remodeled facility boasts three conference suites with the capacity to seat up to 50 respondents and can accommodate any methodology or setup. The 30x20 great room is the perfect space for gang surveys, mock juries, taste tests or usability studies. The facility also features a window-wrapped creative space. All rooms include in-house HD recording as well as FocusVision streaming options. Face-to-face interviews can be enhanced by a multitude of online options including mobile interviews and digital homework tools.

With a sophisticated database and experienced recruiting techniques, we can offer efficient and thorough recruiting to our facility or anywhere in the New York Metro area.

www.fieldwork.com/nyc



ProdegeMR’s respondent-first approach

Providing quality survey responses to our clients is what ProdegeMR is known for and it is something we’re incredibly proud of. We understand the importance of treating our respondents as individuals so we provide them with engaging tools they don’t want to stop using. We firmly believe that when we put each respondent first we’re ultimately putting you, our client partner, first.

Gain access to our engaged panel via Prodege On-Demand. Our solution saves market researchers both time and money while still giving them access to one of the industry’s largest panels of high-quality respondents. In addition, we provide clients with white-glove service when they first use the platform but also through 24/7 support to help set up projects and keep them on track. It’s a DIY tool but using a do-it-together approach!

One of the reasons why we’re able to have such a powerful panel is because we continue to build innovative



tools to attract new members and keep existing members engaged. Launched in February, our new live multiplayer trivia app, known as Swag IQ, allows our members to answer questions and earn along the way! Swag IQ has been a huge hit among consumers and in the first month saw over 230,000 downloads. By attracting a multitude of new users and respondents to our

ecosystem, we’ve been able to strengthen our panel with new opinions.

ProdegeMR’s respondent-first approach has fueled the growth of our panel and attracted millions of loyal members who are ready to provide honest and thoughtful answers to research questions.

www.prodegemr.com



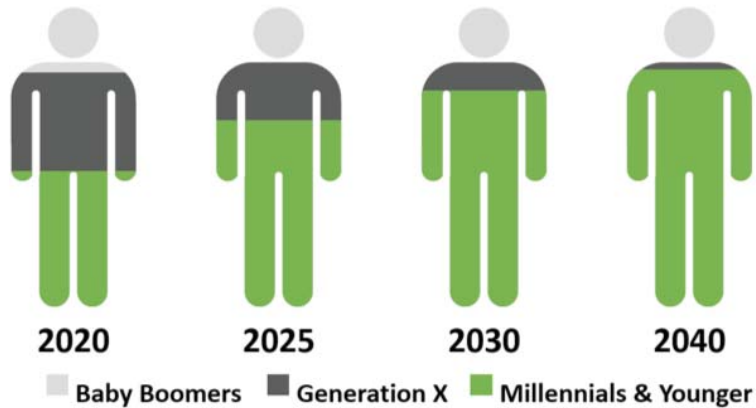
Millennials and younger employees will comprise 75 percent of the global workforce within the next seven years.

Has your employee satisfaction survey shifted to capture Millennial workplace desires?

Studies estimate that the Millennial attrition rate is double that of prior generations. And EI research has indicated that the workplace factors driving Millennial employee satisfaction, retention, longevity and productivity are markedly different than what motivates Gen X and Boomer employees.

While employee satisfaction surveys can be purchased off the shelf, every workplace is different and public data about what Millennials want can't be applied to every employer, workplace, division or type of position/skill set being monitored.

Elevated Insights has created EES – the Elevated Employee Satisfaction



tracker. This approach enables companies to custom craft the factors being tracked, updating to meet Millennial and Gen Z desires.

First, we identify what drives your Millennial and Gen Z employees' satisfaction, retention and attrition (unique to division and role). Next, we set up tracking questions to monitor your company's health against these factors.

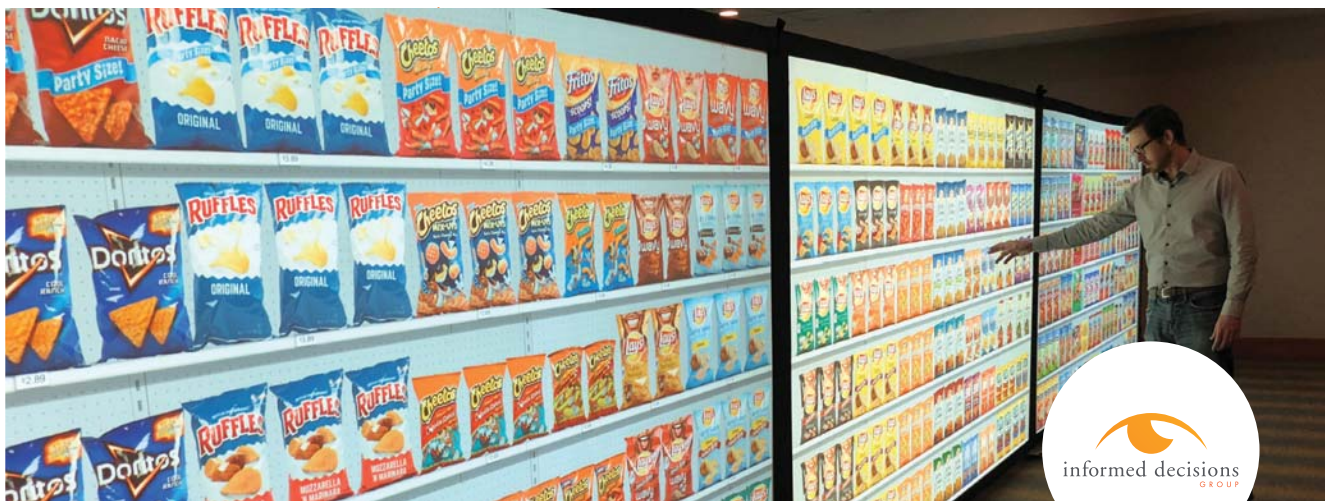
The question format is highly visual and engaging – i.e., Mad Libs, slider-scales and drag-and-drop formats vs. monotonous check boxes. Survey is mobile-optimized for easy dissemination

(possibly to a live audience) yielding increased employee participation.

Finally, clear recommendations and actionable next steps are provided for improving retention of this younger workforce.

Elevated Insights offers a free bridging year where key questions are asked in both the old and new formats to enable adjustments from a tracking perspective. Contact Joey Torretto for more information: Joey@elevatedinsights.com.

www.elevatedinsights.com



Call to Schedule a Demo

AND SEE WHAT EVERYONE IS TALKING ABOUT

The Mobile Virtual Aisle is a simulated in-store experience that enables life-sized, in-context learning while being portable to anywhere in the world. Shelves, aisles, and entire stores can be created for testing. Using our mobile eye-tracking and qualitative interviews, IDG can extract immediate insights from shoppers' interactions with the aisle.



Test and Optimize:

- ✓ PACKAGING
- ✓ PLAN-O-GRAMS
- ✓ SIGNAGE
- ✓ DISPLAYS
- ✓ MENUBOARDS

440.454.0399 | IDG-CONSULTING.COM/VIRTUAL

p 440.454.0399 | sjohnston@idg-consulting.com | www.idg-consulting.com

INTRODUCING THE MARKETING RESEARCH EDUCATION FOUNDATION

Our mission: To unify, inspire and activate the marketing research community to focus its collective resources to educate children worldwide.

GET INVOLVED. GIVE BACK.



www.MRGivesBack.org

When a total is less than the sum of the parts

| By Stephen Hellebusch



snapshot

Stephen Hellebusch looks at the impact of using correlation coefficients to explore arbitrary coherence.

In analyses examining a simple correlation – r – the Pearson product-moment coefficient is calculated and one does not typically have occasion to examine a total and then subsets. In most situations examining the r , the scatter plot and the regression line associated is considered sufficient, though perhaps also testing to determine the level of significance of r from zero.

But in recent work on arbitrary coherence, the author developed a number of questions about the nature of a specific task and explored them.

In arbitrary coherence (Ariely, Loewenstein and Prelec, 2003), the impact of a number that respondents know to be unrelated and randomly selected (as in question one, Q_1 , below) affects the group's willingness to pay (WTP, as in Q_3). In the original article, the authors found strong simple correlations between the answer given to Q_1 and the WTP in Q_3 for six of six items. All correlations were statistically significantly different from zero ($p < 0.05$). Further evidence of the effect came from breaking the data into quintiles based on Q_1 and examining the WTP across these five groups. The average WTP rose as the arbitrary number from Q_1 rose, with very few exceptions.

In recent testing (Hellebusch and Mattei, 2018), the author looked for arbitrary coherence by asking three questions:

1. Please write the last two digits of your primary telephone number as if it were a price in dollars. For example, if your primary telephone number is 555-721-1701, you would put \$01. If it is 555-721-0171, you would enter \$71.'
2. In Column B, indicate if you would be willing to pay

that amount for the item by writing in a Y for "yes" or an N for "no."

3. In Column C, pretend there is an auction for the item. In whole dollars, write in the maximum amount you would be willing to pay for it.

The "item" in question in these data was a labeled picture of Dr. Scholl's hand-stitched leather loafers; it was selected at random from a newspaper advertisement to test for the arbitrary coherence effect. The effect is measured looking at the correlation between the Q_1 and Q_3 , the WTP responses. A second way is arraying the data in quartiles or quintiles based on Q_1 responses and observing the WTP responses within those subgroups. If arbitrary coherence is present, the WTP should rise as the "Phone\$" subgroups (the arbitrary numbers) rise. Table 1 shows what happened with the Dr. Scholl's Loafers.

Basically, no arbitrary coherence effect was found. The correlation was near zero and the WTP dollars rise and then fall across quartiles.

But what if the response to Q_2 (willingness to pay the arbitrary amount) would make a difference in the WTP responses? What if the 27 who said they would buy it for the arbitrary price showed coherence but the 24 who said they wouldn't did not? Since the base sizes of 27 and 24 are too small to create reasonably-sized quartiles, the correlation coefficient was the measure of interest.

Both of the Yes/No subgroup correlations were positive and higher than the correlation based on the Total. Somewhat naively, the author had expected correlations to be like means, where if one subgroup mean was much lower than the mean on total, others must balance it out by being higher. In this case, it looks like the parts are greater than the whole!



www.quirks.com/articles/2018/20180615.aspx

	Phone\$				Phone\$ WTP Correlation
	\$0 to \$25	\$26 to \$50	\$51 to \$75	\$76 to \$99	
Base - total per group	9	15	19	8	51
Scholl's	\$41.67	\$50.33	\$44.58	\$38.38	-0.01

	Base	r
Total	51	-0.01
Yes at Q2	27	+0.38
No at Q2	24	+0.22

A bit of exploring to understand this effect found that the correlation is equal to the covariance between X and Y divided by the standard deviation of X times the standard deviation of Y.

In these data, the covariances were -11 on Total, 244 on the Yes subgroup and 88 on the No. The standard deviations were similar between the Total and the Yes subgroup but a bit lower for the No.

So, the reasons that subgroup correlations can be much higher than the total are both because the covariance can be quite a bit higher in the subgroups and/or because the standard deviations can be lower. The latter is less surprising than the former for the author, primar-

	Base	SD Phone\$	SD WTP
Total	51	26.18	27.07
Yes at Q2	27	25.16	25.81
No at Q2	24	21.74	18.25

ily due to a greater familiarity with variability than with co-variability.

Net, the conclusion for work in arbitrary coherence is that correlation coefficients are not a very good measure to rely on in exploring the phenomenon, since a shift which should have a minor impact greatly changes the results. ¹

Stephen Hellebusch is president of research firm HellRC. He can be reached at steve@hellrc.com.

FOOTNOTE

¹ Ariely, et al., used the last two digits of respondents' Social Security numbers, written as dollars, for the random digits. The author's research was online, so the first question was changed to remove any concern about respondent privacy.

REFERENCES

Ariely D., Loewenstein G. and Prelec D. (2003). "Coherent arbitrariness: Stable demand curves without stable preferences." *The Quarterly Journal of Economics*, February.

Hellebusch, S.J., and Mattei, M.D. "Arbitrary coherence and image perception in a national sample." Presented at MMA Conference, April, 2018.

Top Innovator in Incentive Payouts

Everything is simple, easy and built just for you.



Helping Research Professionals Do What They Do Best: **Research**

Incentive Offerings

- Prepaid Visa Rewards
- Check Fulfillment
- Top Brand Gift Cards
- Merchandise
- e-Codes
- Reward Catalog

Advanced Technology

- Reward Delivery Platform
- Redemption Solutions
- Points Based Solutions
- Games
- Admin Portal for Real-time
- Reporting & Analytics

Support Services

- Program Development
- Call Center
- Direct Mail
- Email/Text
- Reward Fulfillment
- SaaS Incentive Solutions

SAVE UP TO 28% USING OUR
REWARD MANAGEMENT TOOL*

Visit www.alldigitalrewards.com
Call for Details* 855.300.7112





A reflection on bias in qualitative research

| By Margaret Roller

snapshot

Margaret Roller offers up the reflexive journal as a tool for qualitative researchers to explore how their own biases may be impacting a study.

Researchers of all types care about bias and how it may creep into their research designs, resulting in measurement error. This is true among quantitative researchers as well as among qualitative researchers who routinely demonstrate their sensitivity to potential bias in their data by way of building interviewer training, careful recruitment screening and appropriate modes into their research designs. It is these types of measures that acknowledge qualitative researchers' concerns about quality data; and yet, there are many other ways to mitigate bias in qualitative research that are often overlooked.

Marketing researchers (and marketing clients) in particular could benefit from thinking more deeply about bias and measurement error. In the interest of "faster-cheaper-better" research solutions, marketing researchers often lose sight of quality design issues, not the least of which concern bias and measurement error in the data. If marketing researchers care enough about mitigating bias to train interviewers/moderators, develop screening questions that effectively target the appropriate participant and carefully select the suitable mode for the population segment, then it is sensible to adopt broader design standards that more fully embrace the collecting of quality data.

Think about assumptions

An example of a tool that serves to raise the design standard is the reflexive journal. The

reflexive journal has been the subject (in whole or in part) of many articles in the blog Research Design Review as well as scholarly journals. A reflexive journal is simply a diary of sorts that is utilized by the qualitative interviewer or moderator (as well as the observer in ethnographic research) to think about (reflect on) how his/her assumptions or beliefs may be affecting the outcomes (i.e., the data). It enables the researcher to reassess (if necessary) his/her behavior, attitude, question wording or other aspects of data collection for the purpose of mitigating distortions in the data. A reflexive journal (as depicted in Figure 1) asks the researcher to reflect on questions such as, "What do I think I 'know' from this/these participant(s)?" and "How do I think I 'know' it?" as well as, "What assumptions did I make about the participant(s)?" and "How did my personal beliefs shape the questions I asked?"

The reflexive journal appears to be a particularly vague or foreign concept among qualitative marketing researchers (and marketing clients) given the absence of discussions concerning this tool in their research designs. Why is this? Is there an acceptance that interviewer/moderator training sufficiently guards against potential bias? Is there a belief that all qualitative research is biased to some degree – because, after all, it isn't survey research – so any attempt at mitigation is futile (which, of course, begs the question: Why bother with qualitative research at all)? Is there a head-in-the-sand (i.e., not-wanting-to-know) mentality that refuses to think of the interviewer/moderator as someone with assumptions, beliefs, values and judgments

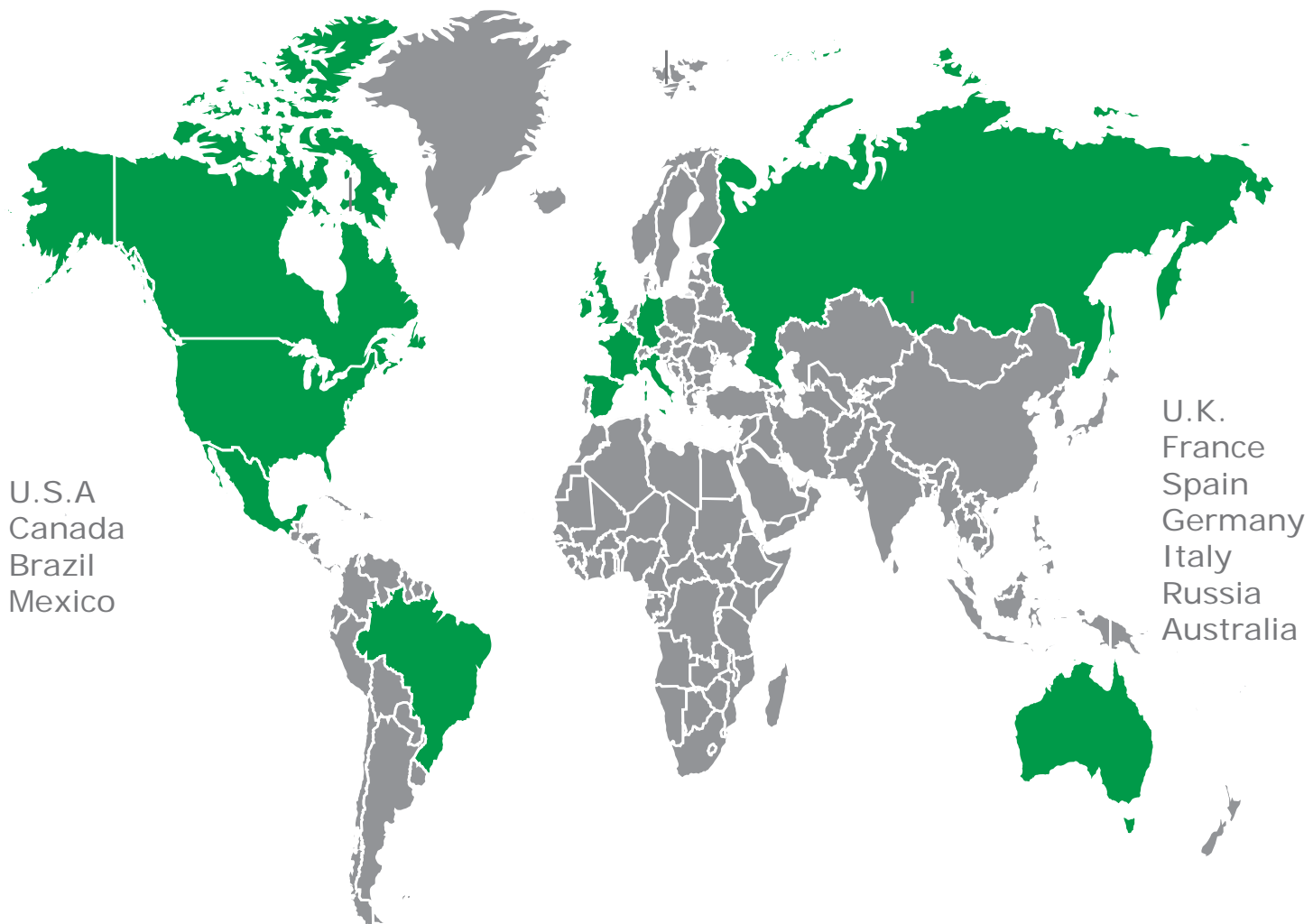


www.quirks.com/articles/2018/20180605.aspx



Global Idea Evaluation in 24-48 hours!

M/A/R/C Assessor® Rapid Results now covers major European and Latin American markets



Please contact us to learn how the speed and value of the leading automated concept evaluation tool can help your organization!

www.marcresearch.com


Figure 1 – Reflexive Journal

Example of Journal Format	
Study name/designation _____	Date _____
Location _____	Time _____
Participant or group name/designation _____	
Broad Takeaways from the IDI/Group Discussion	
What do I think I “know” from this/these participant(s)?	
How do I think I “know” it? At what point in the discussion did I arrive at that knowledge?	
Does this knowledge change or support my earlier assumptions or beliefs?	
Will this knowledge change the course of the research, in terms of objectives, methods, line of inquiry; and, if so, how?	
Specific Reflections on the IDI/Group Discussion Experience	
<u>Assumptions</u> What assumptions did I make (what did I assume to be true) about the participant(s)? What assumptions did I make about comments/responses to my questions? How did these assumptions affect or shape: the questions I asked, the interjections I made, my listening skills, and/or my behavior?	
<u>Values, beliefs, life story, social/economic status</u> How did my personal values, beliefs, life story, and/or social/economic status affect or shape: the questions I asked, the interjections I made, my listening skills, and/or my behavior?	
<u>Emotional connection with the participant(s)</u> To what degree did my emotions or feelings for the participant(s) affect or shape: the questions I asked, the interjections I made, my listening skills, and/or my behavior? How will my emotions or feelings for the participant(s) affect the analytical process and my ability to draw valid interpretations from the data?	
<u>Physical environment & logistics</u> How did the physical setting/location of the research event alter how I related to the participant(s) and vice versa? How did the physical setting/location impact data collection? What were the logistical issues (e.g., in gaining access) that contributed to the “success” or weakness of the outcomes?	

From: Roller, M. R., & Lavrakas, P. J. (2015). *Applied Qualitative Research Design: A Total Quality Framework Approach*. New York: Guilford Press.

but rather as a “super human” who is able to conduct a semi-structured in-depth interview (IDI) or focus group discussion devoid of these human qualities?

The humanness in all of us is worthy of reflection. And in qualitative research design this reflection can be put to good use mitigating bias in our data. As the interviewer considers how certain behavior may have elicited responses that were not true to the participant, or the moderator reflects on how his/her favoritism and attention towards a few focus group participants over others shifted the course of conversation and the outcomes of the discussion, these researchers are using their introspection to improve the research by moving data collection (and data outcomes) to a higher standard. This is how interviewers learn to adjust the interview guide or consciously alter their behavior during an IDI to gain more accurate data, or the moderator comes to understand his/her own prejudices and finds corrective techniques to become a more inclusive moderator and ensure an evenhanded approach to the discussion.

Two important and unique attributes to qualitative research methods are the “researcher as instrument” component – i.e., the researcher is the data collection tool – and the participant-researcher relationship. These attributes speak to the humanness that both enriches and complicates the social-exchange environment of the IDI and focus group discussion. And it is this humanness – embedded in qualitative research – that should obligate marketing researchers to consider its import in achieving quality outcomes. If marketers care enough about the integrity of their data to adopt high standards in training, recruiting and mode, why not care enough to mitigate bias in data collection by utilizing tools – such as a reflexive journal – to seriously examine the human factors that potentially increase inaccuracies and error in the final data? 

Margaret Roller is principal at Roller Research, Gloucester, Va. She can be reached at rmm@rollerresearch.com.

WE SPECIALIZE IN FIELDING FOCUS STUDIES IN REMOTE LOCATIONS - EVEN IN THE MIDDLE OF...



FOCUS ON THE RESEARCH. WE'LL DO THE REST.

fieldWORK 

anyWHERE
www.fieldwork.com • 800-863-4353

Telephone Sampling Reinvigorated



Looking for more productivity out of your telephone sampling? STS is your answer. With 30 years of experience in creating accurate, representative, and productive sample, the sampling experts at Scientific Telephone Samples will help make your telephone data collection a success.

STS offers scientifically constructed RDD landline and wireless samples, targeted wireless samples, called Enhanced- Wireless™, listed landline sample, ABS, registered voter, B2B, as well as address and phone matching services. Our industry first Enhanced-Wireless™ targeted cell phone sample is targetable by hundreds of different variables, including age, income, gender, ethnicity, children, census block group, radius, polygons, and many more. STS also offers a complete array of advanced GIS based sampling techniques that are extremely useful for targeting small geographic areas, or defining custom sampling frames. To pinpoint hard to reach respondents, combine techniques such as PRIZM targeting and household level FPL (Federal Poverty Level) targeting and maximize hit rates.

At STS we are full-service. The STS experts will provide demographic analysis, offer consultation regarding sampling methodology and the number of records required, and will help you choose the right sample to meet your research objectives. Contact STS today and find out how STS can reduce your telephone data collection costs and reinvigorate your telephone research.



Start being more efficient with STS.
Just mention this ad to receive 25% off your first order.

(800) 944-4-STIS • www.stssamples.com • info@stssamples.com

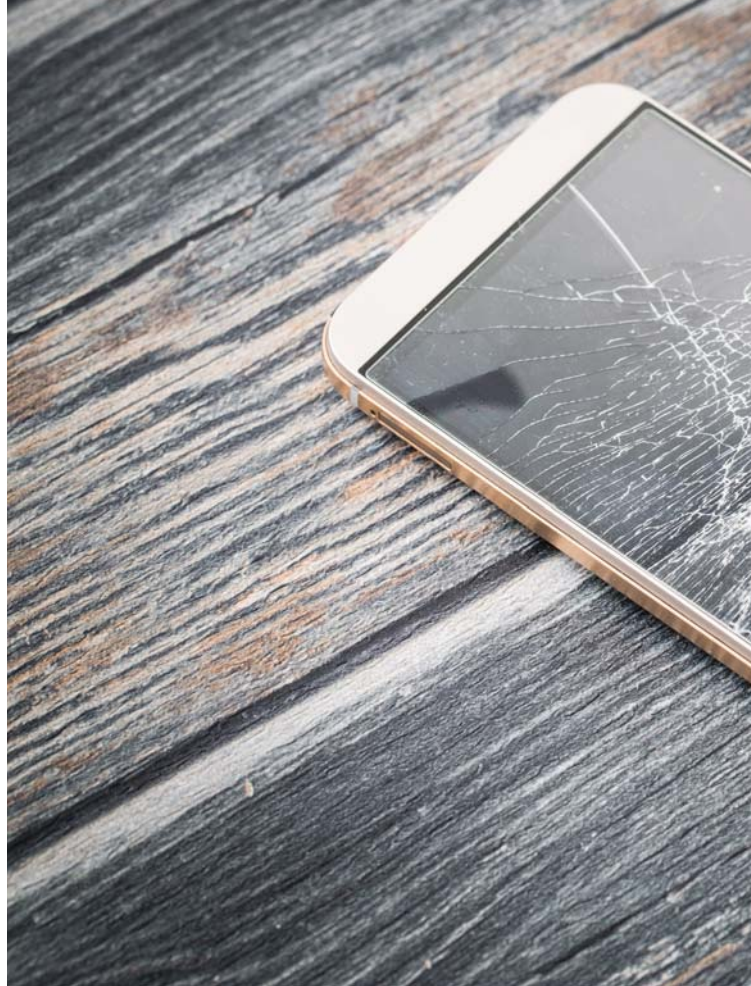
STS
SCIENTIFIC
TELEPHONE
SAMPLES

••• the business of research

At the breaking point

Why are MR firms committed to tech but unwilling to invest in it?

| By Sheila Wilson and Tim Macer



snapshot

Sheila Wilson and Tim Macer report the highlights of their annual survey of research companies and their views on and usage of technology.

The Dapresy 2017/18 Annual MR Technology Report is the newest edition of a study carried out since 2004 by our firm, London-based meaning. In the latest of our investigations into technology trends and developments in research companies across the globe, we find an industry that has taken a major leap forward since 2014 in the embrace and acceptance of mobile surveys. The responses we received also show remarkably consistent levels of energy and determination around improving how firms provide and communicate research findings to their customers.

However, we can also see that many companies are taking a perilous head-in-the-sand approach to investing in and planning their future technological infrastructure. The survey reveals an industry with admirable clarity about where it needs to be, let down by a timid

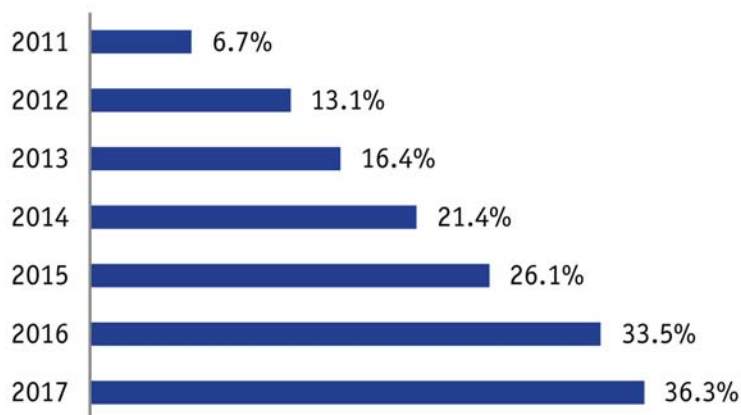


Figure 1: Steady year-on-year growth in the percentage of survey starts on mobile devices since 2011 has made mobile research mainstream.



www.quirks.com/articles/2018/20180606.aspx



still largely reactive and short-term.

As in previous years, the survey reports the views and observations of over 200 professionals with responsibility or knowledge of technology within research companies around the world. While the survey was fielded in January and February 2018, for participants, the period we asked them to report on is the most recent year at the time of their interview, 2017. Hence, as in previous years, the year we refer to in the charts and report on here is 2017.

We are indebted to our sponsor, Dapresy, for its financial and technical support and to all of our survey participants for generosity with their time and insights.

Mobile keeps growing

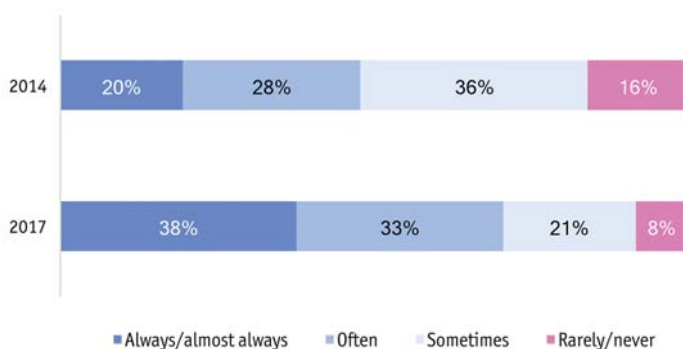
A tracking question about the percentage of survey starts that were coming from mobile devices is one that goes back to 2011, a time when few data collection platforms could cope with surveys on mobile devices and when many researchers were skeptical that they were feasible. 2011 was also four years after the iPhone had launched and general-population survey participants clearly saw surveys no differently than any other content they were accessing on the Web. Already, in 2011, firms were reporting that around 7 percent of surveys starts were coming from mobile devices.

Those with foresight knew this number, though initially small, would grow, and it would therefore not be wise to ignore or simply exclude these participants from online research, as many were then doing. As time progressed, our survey registered a jump of around 5 percent each year. The proportion passed the one-in-three mark in 2016 and now stands at 36 percent (Figure 1). Regardless of whether researchers were ready or not, mobile research has become mainstream.

Mobile-accommodation readiness

We took a look at the actual readiness of researchers and their regular online surveys to accommodate participants using smartphones and other mobile devices in 2014 and again this

How often is mobile participation discussed when designing online research projects?



What is your normal approach to supporting or allowing mobile survey participation?

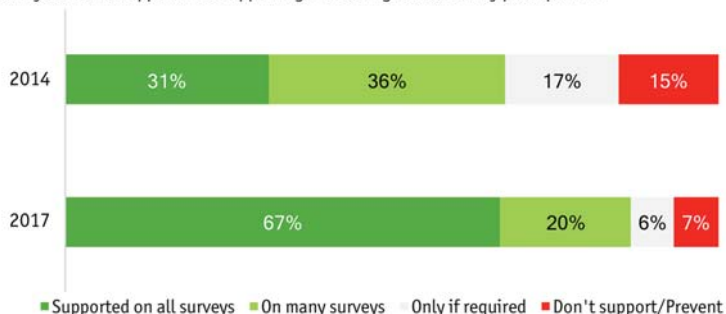


Figure 2: Two measures of the readiness of research companies to accommodate mobile participation in their online surveys.

and short-term approach to planning and investing to make it happen. Among those involved in technology within their companies, we detect a level of frustration with the fact that technology decision-making is

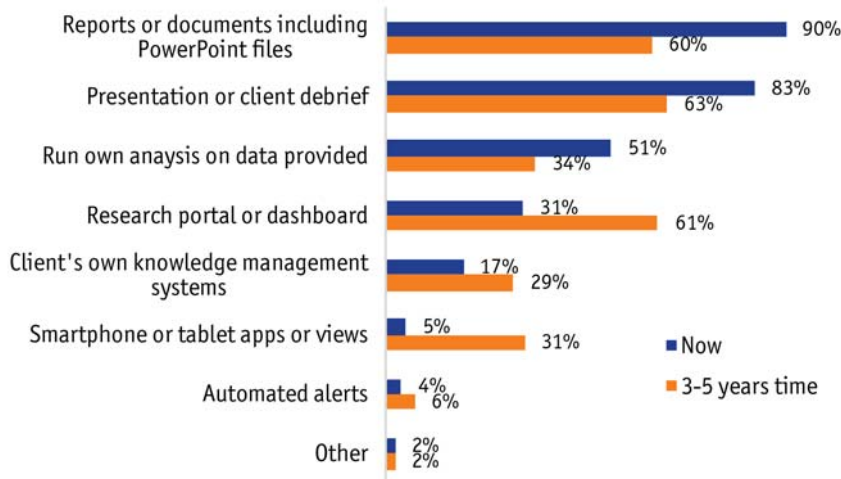


Figure 3: “How do clients currently consume the information you give them and how do you expect them to consume it in three to five years?”

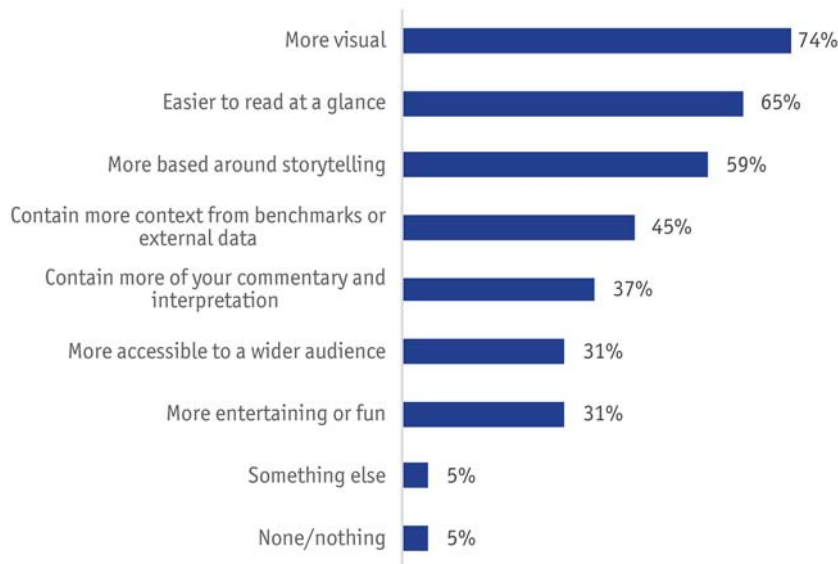


Figure 4: “What types of changes are clients demanding in the ways that information is presented to them?”

year. In two questions, we asked the extent to which mobile participation is being discussed at the design stage and also what the company’s overall approach is to mobile participation. The results from both measures are shown in Figure 2. Companies are now clearly facing up to the challenges.

In 2014, just over half of companies (52 percent) reported they did not normally give thought to how mobile participants could be accommodated (saying they “sometimes” or “rarely/never” did). This showed reluctance or tardiness in reacting to a major change already well underway.

Three years on and a very different picture emerges. The share of companies rarely or never discussing mobile

during design has halved while the number who always or almost always do has virtually doubled. Overall, 71 percent of firms routinely consider mobile at the design stage (“always” or “often”), up from 48 percent in 2014.

The same trend emerges from how surveys operate. In 2014 only 31 percent of firms said all of their surveys were mobile-enabled. For 2017, complete support has more than doubled to 67 percent. Those either preventing participation or taking no steps to ensure anyone participating from their smartphone would be able to complete the survey has again halved, from 15 percent in 2014 to 7 percent in 2017.

It seems research companies have both the complacency and the fears

they displayed in the past.

How clients consume their research

We have long been perplexed by the industry’s devotion to PowerPoint and its relatively low utilization of more high-tech and research-specific results-delivery tools. To understand this better, we presented a series of questions to explore how companies are presenting data, how they use PowerPoint and how they see their clients consuming the data they provide in the future (Figure 3).

Research companies appear to strongly believe that, within three to five years, their clients will be retreating from PowerPoint and in its place will be consuming more of their data on dashboards, through corporate knowledge management systems and dedicated apps for tablets or smartphones. Our suspicion is that this is actually more of a wish than a prediction. Such a large and rapid change is not supported by evidence found elsewhere in the survey.

For example, in one of our tracking questions, we ask about the percentage of projects using each delivery method. Over many years, the responses have not indicated any transfer from PowerPoint delivery towards the more high-tech approaches such as dashboards or online tools. A mere 2 percent increase in the use of dashboards over the eight years between 2009 and 2017 makes us additionally skeptical of the companies’ claims of a retreat from PowerPoint. However, the winds of change may be blowing now, as companies reveal that their clients are definitely seeking options for how data gets provided to them.

What do clients want?

The responses shown in Figure 4 came to a question about what research companies think their clients are asking them to address in how they present research data.

The top three client wishes – more visual; easier to read at a glance; and more based around storytelling – actually describe the defining characteristic of a well-designed dashboard or infographic and call for radically different ways of presenting research than the chart-stuffed PowerPoint decks that this survey reveals the research industry is still wedded to.

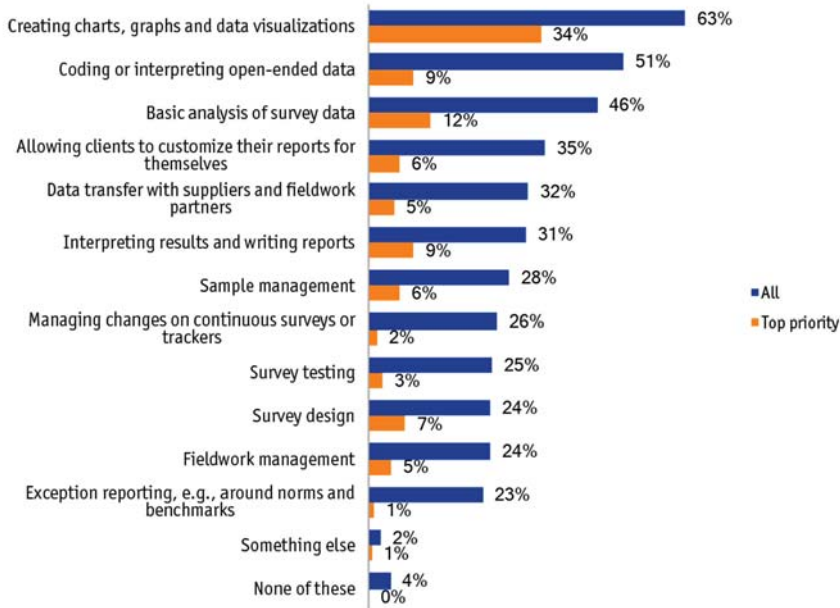


Figure 5: "Which are a priority for your organization to automate in the coming 3 to 5 years?"

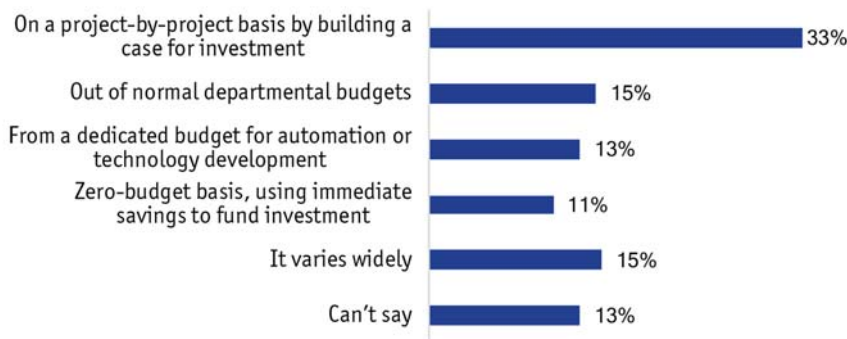


Figure 6: "How does your company typically fund automation initiatives?"

The relatively low ranking for a need for more commentary and interpretation in what research companies are presenting shows this is something that many research companies are getting right – though the 37 percent of responses highlighting this show there is still more to do here for some firms. However, of all the unmet needs, this is the one probably least dependent on technology. It is also one that a lot of the new technology, such as dashboards and online crosstab tools, fails to address, as they focus on presenting data not interpretation. There is more work to do here on the technology side too.

Automation priorities

Here we looked at research companies' priorities for improved automation in their own organizations (Figure 5). This echoes a pattern of responses seen

elsewhere in the study, with companies identifying a need for developments in reporting and especially in visual reporting of data. It surfaces again here, with "creating charts, graphs and data visualizations" being identified as the area most heavily in need of automation. Many of the other items towards the top of the list also relate to analysis and reporting.

Coding also appears high on the list. Like creating charts, graphs and visualizations, we suspect that many of these tasks tend to be done with general business tools rather than specialist software. So, for this reason, there is a great deal of tedious and error-prone manual work that firms are hoping to avoid.

Lower down the list, we mainly see issues to do with fieldwork. Since data collection forms the backbone of research companies, this is an area which

HIGH QUALITY, LOW COST

The Other Sampling Company

ONLINE PANEL AND PHONE SAMPLES

or COMPLETE SURVEY FULFILLMENT

Sample

ONLINE & TELEPHONE
CONSUMER & B2B
STANDARD DEMOS
TONS OF TARGETS
MILLIONS OF PANELISTS
U.S. AND GLOBAL

Survey Programming

YOUR QUESTIONNAIRE
SIMPLE OR COMPLEX

Data Collection

SURVEY HOSTING
QUOTA MANAGEMENT

Tabs

ON TIME
ON BUDGET

REQUEST A QUOTE
via our website, email or phone

AFFORDABLE SAMPLES, INC.™

The OTHER Sampling Company

www.affordablesamples.com
sales@affordablesamples.com
800-784-8016



Figure 7: What factors research companies look at, if they develop a digital strategy.

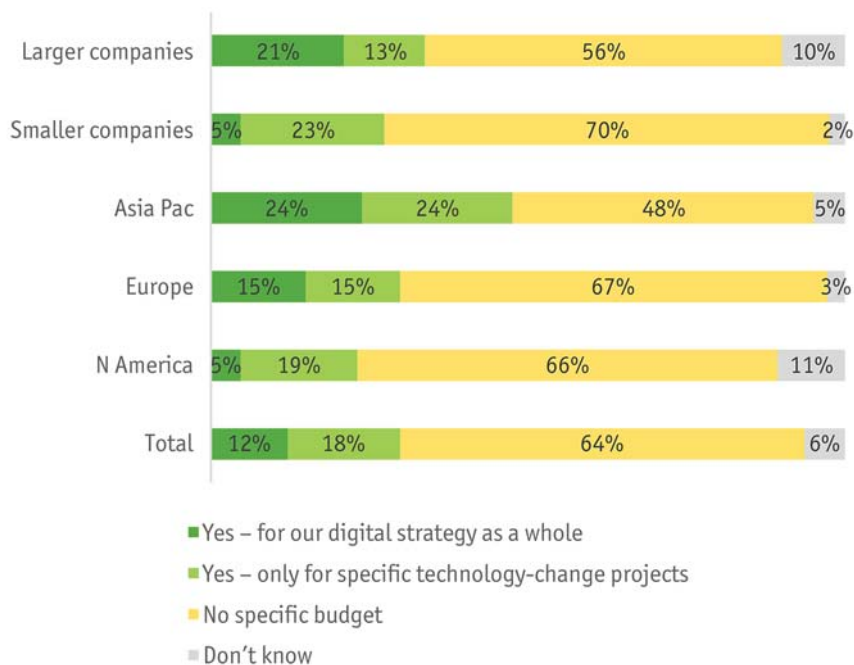


Figure 8: Do companies have budgets for digital strategies or other technology-change initiatives?

presumably has been running very smoothly for a long time – hence there is little pressure for extra automation.

In a related question, we also asked what areas participants felt that technology providers needed to concentrate their development on and, yet again, “creating charts, graphs and data visualizations” came out emphatically on top, with around a quarter (24 percent) saying it was the most urgent one to focus on.

Funding for automation

After so much discussion across the industry about automation, and a rising awareness of its benefits in delivering the faster, lower-cost research that clients are demanding, we wanted to find out whether research companies are taking a strategic approach to investing in automation or instead operating largely reactively or opportunistically. We asked how the company typically funds automation initiatives and offered a number of possible funding

options to select from (Figure 6).

The responses indicate that most automation initiatives are made in a tactical rather than strategic way, with only one firm in eight (13 percent) setting aside a budget for technology development. We did see some regional differences here, with 19 percent of companies in Europe setting aside a dedicated budget, compared with just 9 percent in North America.

Against this, a significant minority of companies (11 percent) only fund automation from the immediate savings they can achieve. Although saving cost is generally a goal in automation, the fact that this becomes the principal funding route for one in 10 companies is likely to mean that, for them, changes that might achieve larger, longer-term benefits are being rejected for the quick gains of the easiest wins. Similarly, the 33 percent – the largest group – who make the case on a project-by-project basis may also be missing opportunities, as that assumes that a candidate for automation arises in the normal course of events and that investment can be found for it too.

We draw the conclusion that few research companies are making a strategic investment in their future through improved automation.

Developing a digital strategy

Publishers have gone digital. Retailers have gone digital. Governments are going digital. The research industry is intrinsically digital: it is fueled by data. That means it is essential that the players within it ensure that their operations are well placed to be truly digital, online-first businesses too. Again, this is a topic that has done the rounds in conferences and online forums for some time now.

We included some questions focusing on developing a digital strategy and started by asking if firms had or were working on one. Only 5 percent of research companies who responded do, though 21 percent say they are working on one and many others have set up working groups or have their CTOs looking at it.

So we asked what specifically they were focusing on in their digital strategy (Figure 7). Here, alarm bells rang for us, as the two most popular topics are data collection (77 percent of firms) and

data analysis (70 percent). Given the maturity of data collection and the rise of alternative data sources, it seems odd that “big data and non-research data,” a key area that the research industry needs to address, came in sixth on the list, with “presentation and publishing of data” – another essential digital transformation topic – just ahead of it, in fifth place.

Initiatives around integrating systems – an area where digital transformations in other industries have often focused – were mentioned by very few companies. All three integration topics shown in Figure 7 are much more likely to be tackled in larger companies – the ratio was roughly two to one on integration with back-office or client systems and a narrower but still significant lead on integration with supplier systems. As a whole, larger companies were each looking at a wider range of topics in their digital strategies.

It felt that, for many, a digital strategy was instead a technology review and therefore risked never getting to the heart of how research companies need to function in to-

day’s digitally enabled landscape.

Funding a digital strategy

We again wanted to see if companies were putting money into these initiatives. The question allowed firms to tell us if they had a budget either for a digital strategy or any other kinds of technology-change projects. The specific question (Figure 8) was, “Do you have a specific budget to develop and implement your digital strategy or for specific technology change initiatives?”

As we observed for automation, a dedicated budget is a rare thing. Here, they are even more scarce. Just 12 percent of companies have any budget to support any transformations arising from their digital strategy and another 18 percent for technology change initiatives. Sixty-four percent have no budget. Larger companies fare better; smaller companies struggle more. Firms in North America, however, are the most parsimonious about spending for or implementing any digital strategy.

The lack of a budget does not necessarily mean no activity, or no money being spent, but it does show that the

industry is not investing sufficiently to compete against new fleet-footed and entirely digitally-enabled competitors.

No clear path

Yet the two overall themes that emerge from this year’s study are not very compatible. Companies are foregrounding better analysis, presentation and delivery of their data as being client demand-led priorities for them. They have identified a goal but at the same time, many have no clear path mapped out for how to achieve it, with limited planning and investment laid bare. Those without such plans and budgets should be worried about the minority of companies chronicled in this report that are investing and planning in more automation and in their digital futures. ①

Tim Macer is managing director and Sheila Wilson is research associate at meaning limited, a London-based consulting firm. They can be reached at tim@meaning.uk.com. The Dapresy 2017/18 Annual MR Technology Report can be downloaded (registration required) at <https://bit.ly/2K25WUy>.

All the benefits of automation,
with seriously better quality.

www.p2sample.com/automation





snapshot

Greg Chu outlines what researchers can learn from design thinking and its focus on exploring consumer choice and behavior.

••• design thinking

A basis for better understanding

Design thinking in the age of behavioral economics

| By Greg Chu

Once upon a time, design referred largely to the downstream aesthetic and ornamental considerations involved in the creation of physical objects. Over the past half century or so, however, design practitioners and theorists have pushed beyond this limited “posters and toasters” view of design to apply their craft to a range of intangible products of human endeavor and imagination. The *Harvard Business Review* helped mainstream this expanded perspective of design 10 years ago when it published the article “Design thinking” in which the author, Tim Brown, proclaimed, “Thinking like a designer can transform the way you develop products, services, processes – and even strategy.”

Marketing researchers looking at this enriched concept of design found a lot to like. The emphasis on empathy and customer-centricity in design thinking resonated strongly with them. After all, market researchers and designers are kindred spirits in their commitment to understanding the needs and behaviors of consumers – or, more generally, the users of design. Philosophical affinity in turn paved the



way for greater integration of a number of design thinking processes into market research, such as direct observation of consumers in natural environments, co-creation between consumers and marketers and rapid prototyping of product concepts. In some cases, this integration might be better characterized as appropriation of design thinking vocabulary. No one would suggest, for example, that researchers discovered ethnography only with the popularization of direct observation as espoused in design thinking. Nevertheless, design thinking has provided the research industry with additional inspiration in its continuing quest to fine-tune and enhance its relevance to commercial decision-makers.

In the 10 years that have passed since *HBR* published “Design thinking,” the market research world has seen the memes of design thinking largely displaced by the memes of behavioral economics, a trend no doubt propelled in part by the wave of best-selling books on behavioral economics over the same period, most notably those by Nobel laureates. Today, marketing and market research conference goers find themselves lured by talks on consumer irrationality and System 1 thinking. Marketers are reminded that cognitive biases litter the consumer landscape, either as golden nuggets for the astute or as landmines for the unwitting. While design thinking continues to engage those focused on innovation in product development and business processes, it generally makes little more than cameo appearances in mainstream market research conferences and publications.

Any researcher who has been around the block a few times may be tempted to explain away the shifting fortunes of design thinking as yet another example of the fickleness of market research fashion. He might further argue that design shops and creative agencies are better positioned to commercialize market research as part of design related assignments. Others might assert that the insights into cognitive biases offered by behavioral economics are more relevant to market researchers than the general process frameworks promoted by design-thinking practitioners. But before waving good-bye to design thinking and hopping on the behavioral economics bus, there is value in taking a deeper look at some of the foundational theory underpinning design thinking. Often overlooked by the market research community, this rich body of theory offers us a powerful lens through which to examine and understand consumer psychology and behavior, while complementing and extending the application of behavioral economics in market research.

Five fundamental psychological concepts

One of the foremost theorists of design thinking, Don Norman, introduced five fundamental psychological concepts underlying good design in his work, *The Design of Everyday*

Things (1988). These are affordances, signifiers, constraints, mappings and feedback. While it is impossible to do justice to these concepts in a short article, it is important to note that all possess deep roots in the social sciences. The notion of affordances, for example, which he defines as “the possible interactions between people and the environment,” derives from the Gestalt psychology of James J. Gibson. The notion of signifiers is plucked from semiotic theory, although Norman uses the term in a narrower sense as “any mark or sound, any perceivable indicator that communicates appropriate behavior” in the face of an affordance. According to Norman, a thorough grasp of these five concepts, along with their proper application, leads to discoverability, a key property of good design, for it allows the users of design to discern what “an object does, how it works and what operations are possible.” Ease of discoverability in turn engenders positive user experience and satisfaction.

If the scope of Norman’s discussion of design theory stopped at discoverability, there would already be enough to interest marketing researchers. The relevance of these design concepts to the exploration and assessment of new products or services is clear – not to mention their obvious applications in loyalty and customer experience research. Alongside discoverability, however, he introduces another idea which he describes as the most important of all – that of mental models. These are, in his words, “conceptual models in people’s minds that represent their understanding of how things work.” Designers care about mental models because they affect how people interact with design. Mental models are of interest to us because they can be critical drivers of decision-making and behavior.

Norman provides a simple example of mental models in action. Suppose you enter a cold room and want to warm it up as quickly as possible. You find the room thermostat on the wall. Do you set it to the temperature you ultimately want, all the way up, or somewhere in between? Your decision will depend on your mental model of how the thermostat works. If you imagine the thermostat to be like a valve in which adjustment leads to a continuously variable amount of heat entering the room, you might turn it all the way up. If you imagine the thermostat to be simply an on/off switch that turns on the heat until a set temperature is reached – as is the reality in most cases – you would likely turn the knob just to the desired room temperature. Clearly, your mental model of the thermostat impacts your behavior.

Are mental models also relevant to artifacts in our environment that are more complex and abstract than simple wall thermostats? Consider the case of health insurance – vitally important to so many but complicated, poorly understood and often blamed for suboptimal health care decision-making on

the part of both patients and health care providers. In 2013, as the “affordable insurance exchanges” created by the Affordable Care Act rolled out, a team of researchers published their findings on consumer understanding of health insurance (Loewenstein, et al.). From the first of the two studies they conducted, these researchers established that only a minority of consumers (14 percent) could demonstrate correct understanding of four basic parameters of health insurance coverage: deductibles, copays, coinsurance and maximum out-of-pocket. In the second and more interesting study, the researchers examined whether behavior could be changed through an insurance policy featuring simpler and clearer incentives for rational health care utilization, effected in part by eliminating deductibles and coinsurance, the two concepts least understood by consumers. Interestingly, in comparison with a traditional insurance plan, this simplified plan showed little impact on health care utilization decisions. The authors explained the result as follows: “One explanation for why we don’t find a striking difference in choices between the traditional and simplified plan may stem in part from the fact that people are already aware that traditional plans incorporate incentives for seeing in-network providers, avoiding the emergency room and taking generic drugs, even if they can’t quantify the consequences of choosing one option over the other.”

While the authors did not use the term “mental model,” their research suggests that consumer health care utilization decisions are driven by a general conceptualization of how insurance plans work and that this conceptualization, once established, may be resistant to the influence of new information – regardless of how clearly this information is conveyed. Much as in the case of the thermostat, the individual’s mental model of health insurance plays an important role in determining behavior.

Need not be completely accurate

These two very different examples, one a simple household device and the other, a complex contract, suggest several important properties of mental models. First, it is apparent that

mental models need not be completely accurate to be effective. Unless your concept of how a thermostat works is wildly off, you will succeed in warming up the room. Regardless of your grasp of the exact terms of your health insurance, you can avail yourself of its benefits. In either case, you will likely achieve your ends, although you will do so more efficiently if you are possessed of a mental model that more closely aligns with reality. Second, by their very nature, mental models represent a simplification of reality – one that reduces cognitive workload and facilitates decision-making. In this respect, mental models reflect the demands of what is called bounded rationality, a term used to describe our limited cognitive abilities to make optimal decisions in the face of complex problems. Our interactions with the world, then, are guided in part by a panoply of mental models, simplified, incomplete and imperfect conceptualizations of reality which nevertheless allow us to interact with our environment in a satisfactory, if not an optimized or fully rational manner.

Mental shortcuts

Behavioral economists are fond of talking about heuristics, those mental shortcuts we use to form judgments and make decisions. Richard Thaler, the most recent behavioral economist to win a Nobel prize, describes heuristics as “simple rules of thumb” used by humans with limited time and brainpower to help them make judgments (Thaler, 2015). Here is where design thinking and behavioral economics begin to overlap – in the complementary and related concepts of mental models and heuristics. Both depend on simplification to work. The mental models which help us navigate our everyday lives are rudimentary schematics that inform our interactions with environmental artifacts, whether physical or conceptual, as well as our interactions with others. Heuristics are simplified cognitive routines; examples of which include relying on more readily accessible information rather than searching for new information or substituting a simpler question for a more difficult question when one has a ready answer for the former. Both mental models and heu-

ristics are essential to our ability to operate in the world, despite the fact that they occasionally lead us to make incorrect judgments or irrational decisions. Herbert Simon, yet another Nobel prize-winning social scientist with deep connections to behavioral economics, summed up this fundamental commonality between mental models and heuristics when he wrote, “Simplification may lead to error but there is no realistic alternative in the face of the limits on human knowledge and reasoning.” (Simon, 1945) It is through the examination of these simplifications, whether expressed as mental models or heuristics, that design thinking and behavioral economics can fuel the generation of deeper psychological insights.

Market researchers seeking to understand consumer behavior and decision-making would be well-served by keeping one foot in behavioral economics and the other planted firmly in design thinking. Through the lens of heuristics and their associated cognitive biases, behavioral economics alerts us to systematic and predictable patterns in judgment, or misjudgment, that consumers can make. Design thinking, through its emphasis on mental models, grounds these patterns in actual decision-making environments – or, more precisely, in the consumer’s perception of how these environments operate and the possibilities for action they present.

How behavior can be changed

But the interests of market researchers are not limited to simply understanding consumer behavior and decision-making. Researchers also seek to develop insights into how behavior can be changed. Here as well, design thinking and behavioral economics converge in a partnership that is more powerful than either one alone.

In *Nudge* (2008), Richard Thaler teamed up with Cass Sunstein to explore the theory and application of the “science of choice.” The protagonist in their narrative is the choice architect who leverages a wealth of social science insights to create a context for choice that nudges people in the direction of better decisions. Thaler and Sunstein call this context “choice architecture” and clearly see it as a task for design.

We know Research Technology

We know People too

At IVP, we listen to your needs and help you match our technology solutions to your research objectives and budget.

Whatever solution you choose and wherever you conduct your research, you will be supported by a people-friendly IVP System Operator.



Let's Talk

+1 (732) 970-9446

Info@InteractiveVideo.com



Usability



Eye Tracking



EEG



Facial Coding



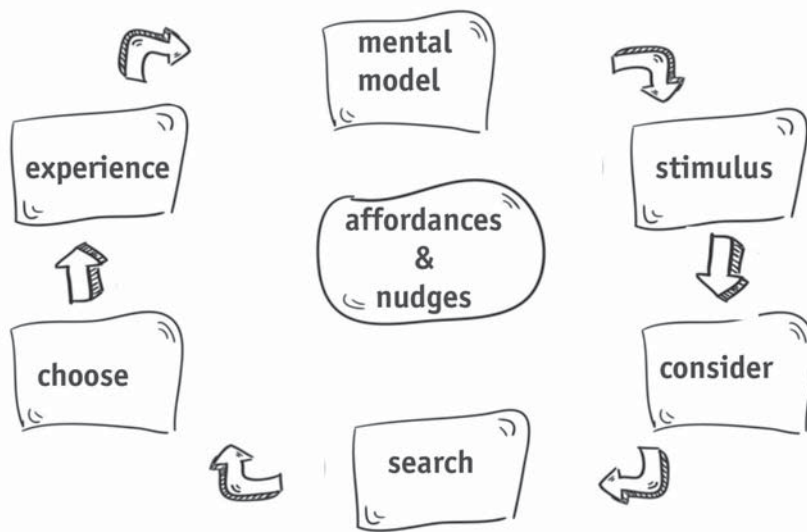
Biometrics



Integrated

See Our Facility Partners at InteractiveVideo.com

Figure 1: A Consumer Decision Framework Integrating Design Thinking and Behavioral Economics Theory



It is no accident that the bibliography of *Nudge* includes Norman's *The Design of Everyday Things*. Nor is it surprising that Norman wrote a review of *Nudge*. When Thaler and Sunstein write that "choice architects can make major improvements in the lives of others by designing user-friendly environments," they are invoking design thinking. When they discuss choice architecture and nudges, they are channeling affordances and signifiers, two of the five design principles developed by Norman.

If market researchers are to provide guidance for generating behavioral change at the intersection of design thinking and behavioral economics, a framework for integrating the two domains is needed – ideally one focused on the consumer decision journey. Many such frameworks exist and can be retrofitted to this task. The framework in Figure 1, adapted from veteran ad man Stephen King's consumer buying process, offers one example. In this framework, mental models are engaged when an individual is confronted with a stimulus demanding judgment or action. Assuming a considered purchase decision, the framework then posits consideration, information-search and choice as sequential steps. The last step in this framework, experience, serves either to strengthen or undermine the consumer's mental model over multiple iterations of purchase and

consumption. At the center of this model are affordances and nudges, which define the environment in which the decision-making process unfolds. Here, affordances represent the complete inventory of what the environment offers the consumer – whether good or bad, perceived or unnoticed. Nudges represent prompts for particular judgments or behaviors. Within the context of marketing, these nudges might take the form of ads, coupons, signage, tweets or blogs. Within the world of design theory, they may be thought of more generally as signifiers, cues to proper interaction with an affordance. Heuristics and cognitive biases attach to any stage of the model but are most commonly referenced in the context of consider and search.

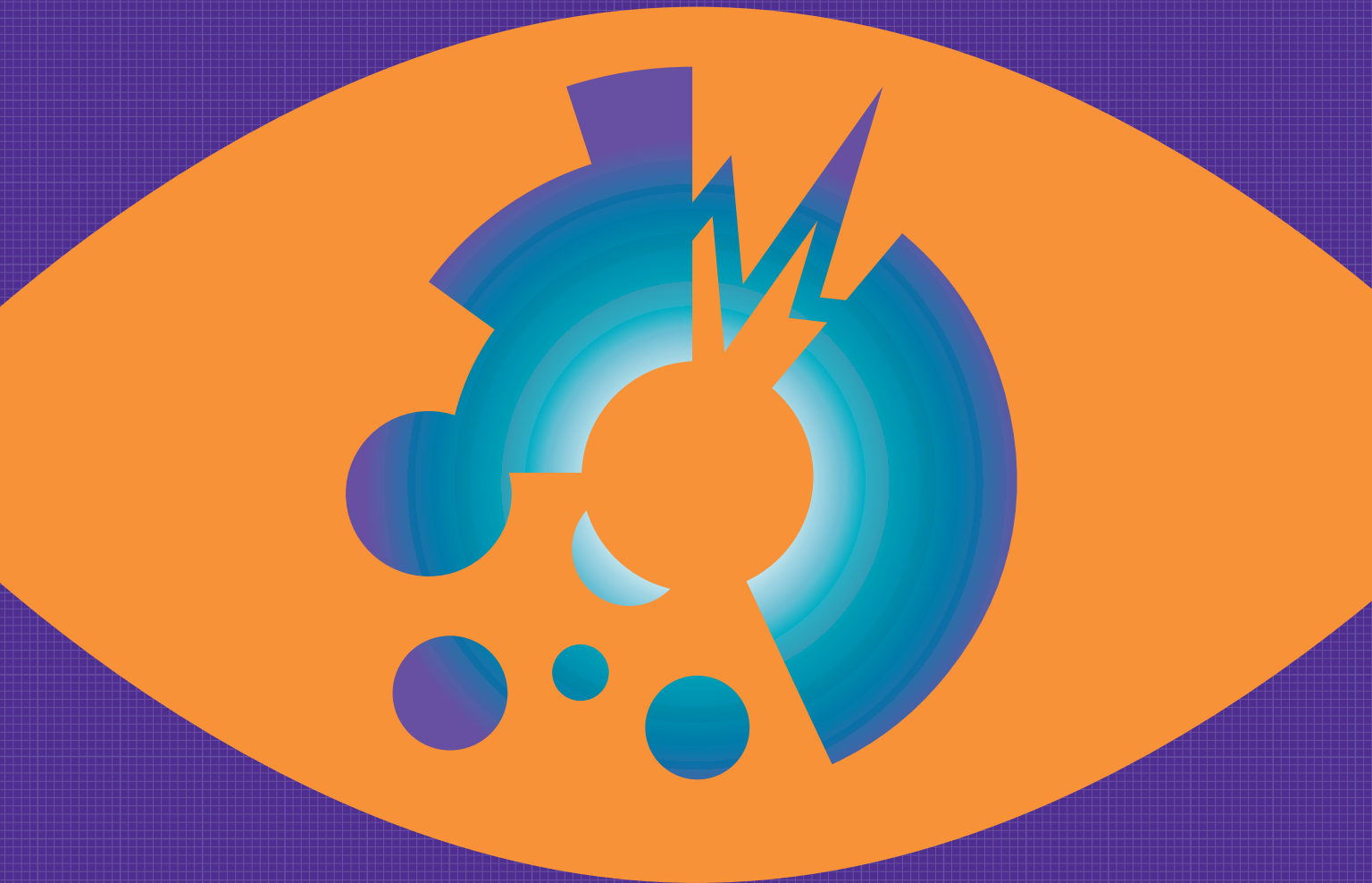
Frameworks like this can serve as high-level blueprints for the construction of robust research programs that drive insight into consumer behavior and provide guidance for eliciting behavioral change. Market research designed to populate these frameworks can, however, be challenging, as the task requires assembling both declarative and procedural knowledge from respondents. Declarative knowledge comprises awareness of facts, opinions and perceptions and self-reports of behavior. Procedural knowledge refers to knowledge utilized in undertaking a specific task.

While questionnaires can deliver a reasonable rendering of relevant declarative knowledge from a consumer, they are less suited to extracting procedural knowledge; respondents often have trouble articulating the thought processes they go through in solving problems and may not be fully conscious of what they are doing. In these situations, simulation-based research methods in which the respondent is immersed in a virtual task environment can offer advantages. In such simulations, cognitive interviewing approaches can be used to capture thought processes in-the-moment, rather than from memory. Observation of activities within the simulation can offer insights into heuristics that defy ready verbalization. And manipulation of affordances and nudges within the simulation can help expose the mental models that drive behavior.

A valuable perspective

A greater appreciation of design thinking offers market researchers a valuable perspective through which to understand consumer choice and behavior. Design thinking for market researchers is much more than ethnography, an empathetic mind-set or a paean to customer centricity. It is an approach to understanding the individual in the context of his environmental niche, including the artifacts and fellow denizens with which he interacts. Design thinking dovetails well with behavioral economics, whose general insights into decision-making and judgment, as understood through heuristics, become actionable when placed within a specific decision-making context or choice architecture. Herein lies the value of design thinking in a world fascinated by behavioral economics: By providing the theoretical basis for understanding and deconstructing existing choice architectures, design thinking provides researchers with the means to guide re-assembly of these architectures in ways that predictably and positively impact consumer behavior. ¹

Greg Chu is principal at KMK Consulting Inc., a Morristown, N.J., research firm. He can be reached at 973-536-0906 or at greg.chu@kmkconsultinginc.com.



E-TABS IRIS

SEE THE FUTURE OF RESEARCH DASHBOARDS

Sign up to the first-look webinars now at
e-tabs.com/iris

Take full control of your online reporting with this easy-to-use interactive dashboard solution. E-Tabs Iris is the only dashboard platform that fully caters to your needs as a market researcher; packed with all the features you would expect, and some you never even thought possible. See how you can create impactful online dashboards in just minutes with the power of Iris sitting in the right hands, your hands.

E-Tabs. Data in sight.



E-Tabs
info@e-tabs.com
e-tabs.com

••• the business of research

Help us help you

How not to lose a client

| By Angela McCue



snapshot

A senior manager of field operations outlines the steps necessary for a productive working relationship among field partners.

Do you struggle to find high-quality field partners for your market research studies? So do I. I manage field operations for a custom, primary market research company serving consumer and business markets. We work in many industries around the world so I need to work with many field partners. I believe they all try to help but they need our help too. They need to understand our expectations, or at least where they're falling short, as well as how they can improve and what this would mean for developing more effective, long-term relationships.

Working as a fieldwork manager, it's my job to help create a culture in the market research industry that allows us to be real partners and breaks down barriers so that we can collect the very best data. To start us on that path, here is quick guide for what partners, vendors and suppliers should do to avoid losing us.

Correctly estimate feasibility. Determining feasibility is in many ways an art. It is done best with access to numbers and an understanding of your panel members' response rates and the subject matter itself. On certain projects, feasibility determines if we win the project or if it will even be commissioned at all. The partner of ours with the right feasibility will win the project. There have been projects where the panel told us we could get n=400 but the sample ran out when we reached n=200, even though specs didn't change. Our client had already paid for all the upfront work but now doesn't have enough data to do their full analyses. This creates a difficult situation that damages our client's trust in us and we may have to take a hit to give them some money back. It's imperative to communicate concerns about feasibility as soon as possible so we can mitigate the damage. There have also been projects when I needed to get n=400 to make it happen and was told feasibility was only n=300. Fortunately, our client decided to take the risk and go into field anyway and ended up obtaining all n=400. Had they not been willing to take that risk, we could have lost the project, not because it couldn't be done, but simply because someone miscalculated.

Check your work. Very often I receive recruiting grids with obvious errors on them. Everyone makes mistakes, but here I am referring to issues that could be caught with a



www.quirks.com/articles/2018/20180608.aspx



From the developers of WinCross comes the latest in online tabulations!
Create your crosstabs, reports, charts & dashboards and share with your clients
and colleagues in real-time, online, on any device, anytime.
Interactive filters, weights, stat testing & automatic updates with every report!

WinCross Executive[®]

An Online Tabulation & Dashboard Portal

WinCrossExecutive.com

16638 N. 90th St • Scottsdale, AZ 85260
480.483.2700 • www.analyticalgroup.com



5-10-minute review of the work. Usually my assigned project manager says they'll speak to the recruiter about it but I am left wondering why they didn't do a quick check of the work to catch it before it ever hit my desk. We're all busy but this sends the message that I am not even worth a few minutes of their time for a data check – or that they already have enough more important business.

Address concerns about data quality. Unfortunately, when working with general-population surveys (B2B as well, sometimes, but less common), some people try to scam the system. There are also bots trying to get into our surveys. Suppliers cannot completely prevent these but they can catch many of them and for the ones they cannot, it's how suppliers react to these situations that is important. When suppliers are unwilling or unable to address these and other quality issues, that's when there's a real problem. I've worked with companies who can't figure out why things such as IDs aren't matching on their end and ours. Others can't explain why there are so many

poor-quality respondents coming in. (Whenever over 5 percent of the data is scrubbed, red flags are raised and we investigate.) Having a deep understanding of the panel and the ability to troubleshoot is vital. Additionally, suppliers must take ownership of any mistakes. This tells me that the person making the mistake understands the issue and that it shouldn't have happened. It also gives me confidence that it won't happen again.

Be transparent. Sometimes, field partners don't respond to my questions because they have trouble understanding or investigating the issue. This happens. Sometimes we're guilty of not being as clear as we think we are or want to be but suppliers must communicate this, rather than ignoring and not answering my questions. Other times, suppliers answer, but they try to hide something. I jump to the "hide something" conclusion frequently because it happens so often. When I don't get answers, it is my job to dig and find them. Sometimes it's as simple as a particular partner sending respondents who are providing low-quality data. By

not revealing all the partners, I blame it on the company leading the project rather than placing the blame where it belongs, on a panel that I never even reached out to or worked with (likely because I was already aware of their poor-quality respondents). Some partners have flat-out lied to me about where sample was sourced from, how many calls were made, or hours were put on the project, or how the project was set up. This takes away my ability to properly manage the project and, more importantly, it takes away trust. There are plenty of partners that I can never work with again because they said they were only using their main panel and I come to find out they were leveraging partners. If they had told me this up front, it might've been just fine. However, when they lie to me, I am effectively lying to my clients and I just can't have that. I also then wonder what else I have been misled about and have a hard time trusting any of the data.

Set realistic expectations. To set up a great relationship, it's important to have both sides set clear expectations. When I start working with a



Free Case Studies, Articles and Tools for Marketing Research and Insights Professionals.

In Print • Online • E-Newsletters • Blogs • News
Webinars • Events • Mobile • Social Media

www.quirks.com

QUIRK'S
MEDIA

new partner, I share stories about my team and what makes them happy or frustrated. My partners are usually grateful but also surprised since they don't usually get this. I walk them through what a typical project is like, even if it seems obvious, so they understand how we operate and why we ask the questions we do. Finally, I give very specific examples of expectations; for example, to us, "quick turnaround" is 20 minutes. I don't like to use terms such as ASAP (at least not without an explanation) because that means something different to everyone.


Follow through on your commitments. Each day we work on a project together, we are making commitments to each other, whether it's that we'll reach a certain sample size, we'll pay a certain price or we'll be available for a call. Many times a project or account manager says they'll get back to me tomorrow morning but they don't and I have to follow up. Or we schedule a call and they don't show so we reschedule. While these may seem like minor inconveniences, they add up. Missing a call can create an extra 15-20 minutes of work once everything is communicated and reorganized. Chasing an e-mail puts more things to remember on my plate and takes away from other tasks. It also damages my trust that they'll do what they say they will and get the work done.

Not completing the project is an even bigger missed commitment but it does happen. Sometimes it's just a matter of the schedule slipping and this needs to be discussed with us, so we can prepare the client, but some partners don't even acknowledge this. Other times partners take on a project and after a week or so only put in a handful of hours. They clearly don't have the bandwidth for my project and instead of telling me (being transparent and setting expectations), they avoid it and don't meet their commitments, leading me to fall short on mine. At the end of the day, I need to trust someone is going to do what they say they will so that I can focus on my job.

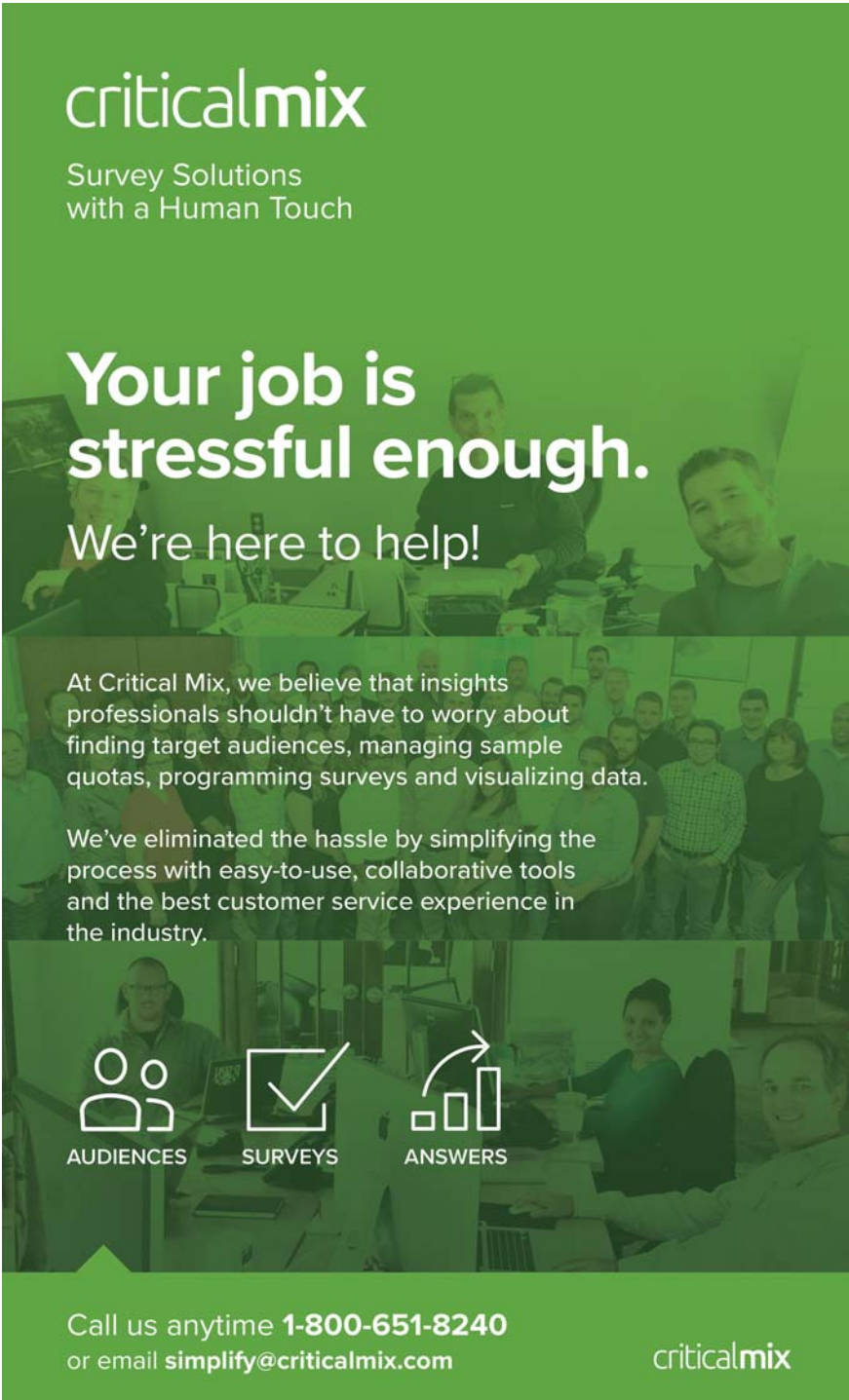
Respond in a timely manner. My deadlines are often tight to turn around costs for proposals. The best way to ensure you're one of the sole or few competitors on a bid is to respond in less than an hour with an idea of whether

you can take it on or not. My best account managers respond in less than 20 minutes, sometimes with full costs and feasibility assessments. Whenever it takes over 12 hours to receive any type of response, I, and others I have talked with on this subject, get the impression that you don't even care about the project and since someone else does, that's who we'll give the work to. I've had times where I've awarded projects to companies before their competitors even responded to the original bid. That's how fast things can move.

Main pillars

There are many more ways to ensure a great partner-client relationship but accuracy, transparency and great communication are three main pillars to ensure success. Above all, be sure to understand your client or your partner and their needs and then work to meet them. 

Angela McCue is senior manager of field operations at Applied Marketing Science, Waltham, Mass. She can be reached at amccue@ams-inc.com.






criticalmix
Survey Solutions
with a Human Touch

Your job is stressful enough.

We're here to help!

At Critical Mix, we believe that insights professionals shouldn't have to worry about finding target audiences, managing sample quotas, programming surveys and visualizing data.

We've eliminated the hassle by simplifying the process with easy-to-use, collaborative tools and the best customer service experience in the industry.

 AUDIENCES  SURVEYS  ANSWERS

Call us anytime **1-800-651-8240**
or email simplify@criticalmix.com

criticalmix

••• the business of research

Nicely choreographed

What can ballet teach us about marketing research?

| By Laura Bayzle



snapshot

The author explores what she's learned through a 10-year working relationship with a local ballet company.

Ballet uses movement, music, creativity and emotion to tell a story entirely without words. Ever since I was a young child, ballet has captivated my imagination and heart – from donning a tutu at age 5 for my first recital to attending performances by a professional ballet company as I grew older. And so, 10 years ago I approached the ballet company in our state about the prospect of conducting pro bono marketing research for them.

My motivation in working with the ballet company was twofold: to offer expertise to an organization that might not otherwise have access to marketing research resources and to research a topic where I had a personal passion. And perhaps I secretly hoped for the chance to meet the dancers (or try on one of the principal ballerina's tutus)! Over our decade-long partnership with the ballet company, our firm has provided access to resources that have enabled the ballet to make more informed decisions about how to better target and talk to its audiences.

For us, as marketing researchers, it can be exciting to take the steps that we know very well within marketing research and choreograph them to a different beat. In looking back over the different projects we've conducted for the ballet, I've realized that these projects can teach us a lot about how we conduct marketing research for our for-profit clients, as well as for those outside of the performing arts space. By thinking about different audiences and targets, designing research on a zero-dollar budget or working with clients who are stretched in many different directions, we can use these experiences to re-center and think more creatively in our day-to-day projects.

So, what have we learned from working with the ballet?

Look beyond the stage. Watching a ballet on stage is an emotional experience. The movements of the dancers are precise, yet fluid. The costumes and scenery help to tell the story and set the feeling of the piece. The music is an integral part of performance. You can feel the emotion radiate from the dancers and feel the audience's response.

This combination of the rational and the emotional came together in a survey that we



www.quirks.com/articles/2018/20180609.aspx



Combined Survey, Sample and Verbatim Analysis for Researchers



BOASTS A:

World Class Partnership

Massive Sample

Simple Survey Platform

Advanced Analytics

Data Visualization

POWERED BY:



877.241.9112 x55 | sales@goascribe.com

conducted, where the ballet wanted to measure satisfaction with each of the seven performances during a season. The ballet was interested in knowing what impacted overall satisfaction so it could find ways to increase satisfaction with performances. We conducted a series of post-performance surveys in which we measured aspects of the performance like choreography, music, costume design and staging as well as overall satisfaction. We found that overall satisfaction was very high. But when we conducted a driver analysis, we found that satisfaction was impacted very little, if at all, by the specific

aspects that we measured. So, what was driving up overall satisfaction, if not these specific performance attributes?

We looked beyond the stage. In qualitative interviews, we found that the intrinsic love of the art and motivation to support the ballet may be more important to patrons than the performance itself. While patrons may have lower satisfaction with the music for a particular performance (i.e., disappointed that live music wasn't offered for a performance), their overall satisfaction was still very high because of their love for the ballet itself.

With this insight, the ballet

stopped doing the satisfaction surveys and funneled its time and energy into other research opportunities. It found that focusing on the overall connection that patrons and the community have with the ballet has a bigger impact on satisfaction than any particular aspect of a performance.

It's a good reminder that there are rational and emotional components that play into satisfaction. While we were measuring very tangible – and rational – aspects of the ballet performance, what was really driving satisfaction was the emotional connection patrons have with the ballet. While those don't always feel like "industry standard" measures, it is the love of the arts and an engagement with those in the community that ultimately drive performance satisfaction. Sometimes what we are measuring can be very narrow, but by thinking more holistically, and beyond the initial focus of a study, we may be able to uncover areas that were not originally considered and yet have a big impact on outcomes.

Step away from the barre. As researchers our job is to ask the right questions, both of respondents and clients, in order to better answer the marketing questions at hand. We can add value for our clients by using these skills outside of the traditional research setting. For example, during our partnership with the ballet, we've been asked to be an extra voice when its representatives met with the county school administration or moderate many different voices and viewpoints during a brainstorming session for the annual gala.

In these situations, our job was to listen and to ask the questions that perhaps the ballet could not ask or may not have thought to ask because it was so close to the project. By thinking strategically about the ballet's objectives and coming in with an objective perspective (one of our most important skills as marketing researchers) we helped the ballet and school board think more strategically about their partnership and made sure all voices were heard during the gala brainstorming.

So, too, when it comes to our day-to-day clients. We can step away from our traditional roles and use our skill sets to help a client lead a cross-functional workshop or be a strategic and objective voice in a key marketing meeting.

Hey

DIAL IT UP!



Specializing in
TELEPHONE MARKET RESEARCH

DIAL this!
1-800-743-6443

Telepoll 
MARKET RESEARCH

**WE SPECIALIZE IN FIELDING FOCUS STUDIES
IN REMOTE LOCATIONS - EVEN IN THE MIDDLE OF...**



FOCUS ON THE RESEARCH. WE'LL DO THE REST.

fieldWORK 
anyWHERE
www.fieldwork.com • 800-863-4353

When there are differences of opinions, we can moderate the room to create consensus or ensure that everyone is heard equally. It's a good reminder that our skills can add value for our clients in unexpected ways.

Give the apprentice the solo. As we've gotten to know the ballet dancers over the years, it is delightful to see our favorite principals performing in lead roles. They move gracefully and powerfully; it is clear why they have been promoted to lead dancer within the ballet company. But a ballet company needs more than just principals to be successful: the soloists and corps de ballet are an integral part of the company and also have a lot of talent. And so it can be very exciting to see these dancers shine when they are given a solo by the artistic director or dance a pas de deux during a performance.

During our projects with the ballet, we've had the opportunity to have our firm's principals, soloists and corps de ballet researchers work with the client. It has allowed the ballet to hear different viewpoints and benefit from the different strengths that each of our researchers bring, while also allowing the more junior members of our firm to gain experience in moderating, working with clients and thinking through objectives. In most cases, it has been a pas de deux: the senior researcher sets the vision and remains a key contributor, while allowing the junior researcher to showcase their talents and steal the spotlight for a while.

As we think about the personal and professional development of the researchers in our firm, we can find specific areas that our junior researchers can own and give them the tools to help them develop their talents. There will always be the principals but giving opportunities, even small ones, to our soloists and corps will help develop future principals that will continue the tradition of great marketing research.

Plié. Pirouette. Relevé. Many of the projects we've conducted for the ballet have been on a zero-dollar budget. We were donating our time and services but the marketing department didn't have extra funds for recruiting, honoraria costs or facility fees. Even if they did, their target was usually very narrow (i.e., patrons, subscribers or donors) and was likely not a target

that usually participated in marketing research or was in recruiter databases.

So we had to be creative in how we recruited respondents for focus groups or telephone interviews: during slower selling periods, the ballet box office made calls to patrons to recruit them for research; the ballet posted marketing research opportunities on its social media pages; and we, personally, made calls to some donors.

We scheduled sessions during times that were convenient for the respondents, rather than what fit into our day (this sometimes meant after-hours IDIs or groups). We offered free performance tickets or a raffle in lieu of traditional honoraria. And we offered use of our office space for focus groups, rather than using a traditional facility. This meant no one-way mirrors and our client sat in the corner of the conference room, which respondents were receptive to.

It's a good reminder that, as researchers, we need to stay flexible and creative. Even though there are tried-and-true solutions, it may not always work from client to client. Knowing when to bend or spin or stand on our

toes doesn't just make us good researchers, it also makes us good partners.

A new lens

What started out as a way to give back to the community has turned into a partnership that has benefitted both the ballet and our firm. Our experiences with the ballet have given us a new lens through which to view our partnerships with other clients as well as our own organizational practices. While we are in different industries, the mission of both the ballet and our firm overlap: theirs is to create world-class ballet in our state, while ours is to create world-class marketing research for our clients. By working together, we can help one another achieve that mission.

I'm happy to say that my secret hope of meeting the dancers was fulfilled: I've had the chance to get to know many of the dancers from the company very well. Still no luck on the tutu, though. 📌

Laura Bayzle is vice president in the Durham, N.C., office of research firm The Link Group. She can be reached at lbayzle@tlg.com.

Lighthouse Studio

Need Powerful and Affordable General Interviewing Software for Online and Offline Surveys?

- ▶ Easy-to-use, point & click authoring on your own PC
- ▶ Randomization of pages, questions, and response options
- ▶ Data piping, complex skips
- ▶ Constructed (dynamic) lists
- ▶ Power users may insert HTML, JavaScript, jQuery, CSS, or Perl
- ▶ Self hosting or FREE load-balanced hosting from Sawtooth Software
- ▶ Responsive, free technical support
- ▶ No charges per study or data point



Sawtooth
Software

+1 801 477 4700
www.SawtoothSoftware.com
FREE DEMO

Q

Names of Note

■ *Applebee's Neighborhood Grill + Bar* has tapped **Steve Levigne** to join its executive team as vice president of insights and analytics.

■ **Carlo Fava** has joined Seattle-based *Discuss.io* as chief financial officer.

■ *Hall & Partners* has appointed **Gabrielle Bell** as its new CEO of Europe. She will be based in London.

■ **Sir Martin Sorrell** has stepped down as CEO of ad giant *WPP*. **Roberto Quarta**, chairman of *WPP*, becomes executive chairman until the appointment of a new CEO. **Mark Read**, CEO of *Wunderman* and *WPP Digital*, and **Andrew Scott**, *WPP* corporate development director and COO, Europe, have been appointed as joint COOs of *WPP*. Sorrell will be available to assist with the transition. A previously announced investigation into an allegation of misconduct against Sorrell has concluded. The allegation "did not involve amounts that are material," the company said in a statement.

■ Reston, Va.-based *comScore Inc.* announced that **Susan J. Riley**, chair of the board of *comScore*, has decided to step down from the board, effective immediately. The board expects to appoint a chair and, if needed, a lead independent director, concurrent with the conclusion of its search for its new CEO. Riley will serve as a consultant to

the company through the end of 2018. The company also announced that **Dale Fuller** has joined its board of directors.

■ **Matt Nitzberg** has joined *Nepa*, a Stockholm-based customer experience firm, to work with the company's roster of U.S.-based CPG and retail clients.

■ Great Neck, N.Y., research firm *FRC, a Lieberman Company*, has added **Paul Crowe** to its quantitative practice as senior vice president.



Crowe

■ Austin, Texas-based *Acessa Health Inc.* has named **Kathleen Malaspina** chief innovation officer and vice president of marketing.

■ Alpharetta, Ga., software firm *Agilysys Inc.* has named **Heather Varian Foster** vice president of marketing, a new position at *Agilysys*.

■ *Ascribe*, a Cincinnati-based text analytics solutions firm, has appointed **Andy Pfau** as vice president of sales.



Pfau

■ **Bas de Vos** has been named global director for audience targeting and activation at *Kantar Media*.

■ *Microsoft* has appointed **Steve May** as its European data protection officer, in compliance with the European Union's General Data Protection Regulation.

■ New York-based *eMarketer* has added **Andrew Lipsman** to its analyst team. Lipsman will serve as principal

analyst covering retail and ecommerce. Prior to *eMarketer*, he was senior vice president of marketing and insights at *comScore Inc.*

■ Philadelphia research firm *The Melior Group* announced that **Sindey Dranoff** will take over as leader of its Jewish Community Studies initiative following the retirement of **Susan Levine**.

■ **Ben Rickard** has joined London-based media agency *MediaCom* as chief digital and data officer.

■ *Roundtable Analytics* has appointed **Nathan Holt** as vice president.

■ U.K.-based market research company *Beam Fieldwork* has appointed **Hannah Acton** as trainee project manager and **Jenny Blundell** as project assistant.

■ Johnson City, Tenn., research firm *Smarty Pants* has added **Ken Clark** as Insights Mastermind. In this new position, he will direct quantitative research for several of the organization's media and technology clients. He is based in Dallas.



Clark

■ Information technology and services firm *Questback* has appointed **Mårten Blixt** as its new regional director, Nordics.

■ Information technology and services firm *Tru Optik*, Stamford, Conn., has appointed **Frans Vermeulen** as COO.

■ Chicago-based researcher *IRI* has appointed **Oly Abotorabi** to the newly-created role of senior regional insight



manager. Abotorabi will be based in the U.K.

■ Nielsen has appointed **Andy Zhao** as president, Nielsen China.

■ U.K.-based technology data firm *RealityMine* has promoted **Chris Shaw** to chief operating officer following the announcement of **Chris Havemann** as CEO.

■ India research firm *Majestic Research Group* has appointed **Priyanko Sinha** as client servicing director, social insights.

■ San Francisco-based analytics firm *Quantcast* has appointed **Sam Barnett** to the newly created role of chief product officer.

■ *Cambridge MR*, a U.K.-based market research firm, has appointed **Mark Bagnall** as managing director, replacing **Paul Beresford**, who will become chairman.

■ **Dan Coffin** has been appointed by U.K.-based market research firm *The Research Partnership* as director for the EU region.

■ Watertown, Mass., research firm *In-Crowd* has named **Rob DeMento** as senior vice president of product.

■ Research firm *SurveyHealthcare* has named **Matt Walmsley** as chief strategy officer, **Sal Brucculeri** as chief revenue officer, North America, and **Randalyn Perry** as chief human resources officer. Additionally, Philip Sofia, the firm's president who joined in early 2017, has resigned in order to pursue opportunities outside of the market research industry.

■ *Edelman Financial Services*, Fairfax, Va., has named **Letha Steffey** CMO.

■ Researcher *Lightspeed* made three

www.quirks.com

appointments to its Seoul, South Korea, team in conjunction with the opening of its first local office in Seoul, adding **Won Jung** as client development director and **Songmi Kim** and **Miseon Lee** as project managers.

■ Stamford, Conn.-based *FocusVision* has added three to its C-suite team, naming **Thierry D'Hers** as chief product officer, **Mark Sonders** as chief revenue officer and **Chris Nagy** as chief financial officer.

■ Research company *Ipsos* has appointed **Rami Abudyab** as country manager of its offices in the Kingdom of Saudi Arabia. He will be based in the Ipsos offices in Riyadh.

■ London-based *DigitalMR* has added **Ziad Tassabehji** and **Mark Hollandas** new shareholders and members to its advisory board. Tassabehji is CEO of *Green Wave* and Holland is managing partner at *Carbon to Clean*.

■ Research firm *Response: now* has named **Frederick Barber** as its new CEO. After serving as the firm's managing director of North America, Barber takes over as chief executive of the Dallas- and Prague-based organization.

■ Portland, Ore., research technology company *Dialsmith* announced a series

of promotions and new hires, including the promotion of **Eric Alzuhn** to senior vice president and head of day-to-day operations. Alzuhn takes over daily operations from Founder and CEO **David Paull**, who has shifted his focus to leading the company's recently launched Engagious venture. In addition, the firm has added **Amanda Paull** as vice president, marketing and **Cindy Ng** as director, projects and client services, as well as promoted **Clinton Godeke** to director, projects and client services, **Greg Treat** to director, projects and client services, and **Brian Izenon** to director, marketing and business development.

■ *MFour Mobile Research*, Irvine, Ca., has added three new staff members to its sales and operations teams. In sales, **Jim Timony** joins as a senior solutions executive and **Sarah Chung** joins as solutions executive. **Joan Martinez** has been named research consultant on the operations team.

■ *Kantar* has appointed **Nitin Nishandar** to the newly-created role of chief commercial officer of its Insights division, comprising *Kantar TNS* and *Kantar Millward Brown*. His role covers Southeast Asia, North Asia and the Pacific. Nishandar takes over from **Jon Foged**, who was recently named *Kantar* CEO in Australia.



Q

Research Industry News

News notes

■ Sir Martin Sorrell has stepped down as CEO of ad giant **WPP**. Roberto Quarta, chairman of WPP, becomes executive chairman until the appointment of a new CEO. Mark Read, CEO of Wunderman and WPP Digital, and Andrew Scott, WPP corporate development director and COO, Europe, have been appointed as joint COOs of WPP. Sorrell will be available to assist with the transition. A previously announced investigation into an allegation of misconduct against Sorrell has concluded. The allegation “did not involve amounts that are material,” the company said in a statement.

■ **Branded Research Inc.**, San Diego, announced its compliance with GDPR practices.

■ Reston, Va.-based market research firm **comScore** has received renewed certifications from the Trustworthy Accountability Group’s Certified Against Piracy program for its efforts to eliminate piracy and fraud.

■ Canadian loyalty rewards program **Aeroplan** issued an apology and cancelled an online member survey after reports that the survey included controversial social questions. “We apologize to any members who were offended by the questions in the survey,”

said Christa Poole, senior manager of external communications for Aimia, which owns Aeroplan, in an e-mail to CTV News.

■ **RG+A** (Roger Green + Associates Inc.), a New Hope, Pa., health care marketing research firm, announced that it has discontinued its corporate Facebook page. “Facebook’s lack of transparency about use and collection of data clashes with our values and creates practical concerns in protecting individuals’ data,” said Roger Green, president/CEO of RG+A in a press release. “As a result, we are shutting down the company’s Facebook page.”

■ **Tufts University**, Medford, Mass., has announced a new data science major in the School of Engineering, to become available fall 2018.

Acquisitions/transactions

■ Beaverton, Ore., apparel company **NIKE** has acquired **Zodiac Inc.**, a consumer data analytics firm based in New York City and Philadelphia, accelerating its consumer direct offense strategy.

■ Canada-based **CRC Research** has acquired Toronto qualitative research firm **Consumer Vision** from Canadian research firm **Leger**.

■ Atlanta research firm **Focus Pointe Global** announced the acquisition of the San Francisco operations of **watchLAB**, a qualitative research company. WatchLAB will retain its Chicago business operations.

■ Chicago-based insights firm **SPINS** has acquired **Food-Facts Inc.**, a consumer awareness platform for transparency into nutrition data, ingredients, allergens and sensitivities.

■ Los Angeles-based research firm **LRW** announced it has completed the acquisition of research firm **Kelton Global**.

Alliances/strategic partnerships

■ New York-based **Nielsen** and **Del Monte Foods Inc.**, San Francisco, have expanded a multi-year information and services relationship.

■ Russia-based research firm **Mediascope** and Manchester, England software company **RealityMine** announced the continuation of their partnership for a further three years. For the past five years, RealityMine’s RealityMeter product has enabled Mediascope, formerly TNS Russia, to measure mobile media consumption across Android and iOS in the Russian Federation. The data collected from RealityMeter is part of Mediascope’s WEB-Index, an online measurement product for the media industry.

■ Santa Monica, Calif.-based entertainment company **Activision Blizzard** has entered a deal with researcher **Nielsen** to value the company’s e-sports ventures. The partnership will focus on the Overwatch League and Overwatch Contenders, with the goal of making the value of advertising with Activision Blizzard’s e-sports ventures more clear to potential investors and advertisers.

■ **Nielsen** and **CGA Strategy Ltd.**, through their Nielsen CGA joint venture, have launched Check-Level Insights Pool (CLIP) data, which will provide transaction-level insights around sales performance in both chain and independent bars and restaurants across the U.S. beverage alcohol market.

■ Reston, Va.-based **comScore** has partnered with **Transform Inc.** to launch Local News Intelligence, a



www.quirks.com/articles/2018/20180614.aspx

data-driven analysis service which allows local TV stations to understand the factors that drive local news audiences and create viewer engagement across platforms.

■ Restaurant consulting firms **King-Casey**, Westport, Conn., and Tampa-based **Revenue Management Solutions** announced that they are working together to help restaurant brands optimize their menu strategies. For certain clients, King-Casey and Revenue Management Solutions (RMS) are combining their approaches: King-Casey specializes in conducting and analyzing in-depth research of customer attitudes and behaviors, while RMS focuses on utilizing point-of-sales data to analyze customer purchasing behavior.

■ **Nielsen** and **CNN** jointly announced an expanded relationship that will provide daily national television measurement to **CNN en Español**, the 24-hour Spanish-language news network in the U.S

Association/organization news

■ **Julia Eisenberg**, vice president of insights at Nashville, Tenn.-based **20|20 Research**, has been elected to serve as a director at large for the **Insights Association Southwest Chapter**.

■ **The American Marketing Association** (AMA) has inducted Stanford Graduate School of Business market research pioneer **V. "Seenu" Srinivasan** as a 2018 Fellow and established a new award for rising-star scholars in his

name. The annual V. "Seenu" Srinivasan Young Scholar Award in Quantitative Methodology is named in honor of Srinivasan, best known for his work on conjoint analysis, and is intended to encourage and reward research on new quantitative and empirical methodologies of interest to both academics and marketers. Young scholars are eligible if they have received a doctoral degree in marketing or a related field no more than six years prior.

Awards/rankings

■ Burbank, Calif., research firm **ThinkNow** won a 2018 ARF David Ogilvy Award for Excellence in Advertising Research for Covered California's "Life Can Change in an Instant" advertising campaign created by Campbell Ewald. The campaign



Help is on the way.

Free statistical calculator from Quirk's

- Chi-square test
- One-sample t-test between percents
- Independent samples t-test between means
- Determine sample size for percents
- Fisher's exact test
- Two-sample t-test between percents
- Confidence interval around a mean
- Determine sample size for means
- Binomial test
- Confidence intervals around a percent
- Compare sample mean to population mean
- Sampling error for a given sample size
- Poisson events test
- Compare two standard deviations
- Compare three or more means

QUIRK'S
Marketing Research Review

www.quirks.com/resources/calculator.aspx

won a Bronze award in the Changing Consumer Behavior category that honors insights that helped brands stay ahead of category shifts and guided evolution to new utilization. Covered California is a state health insurance exchange.

New accounts/projects

■ Research firm **MRSS India** will conduct the **ACI-ASQ** survey at 20 airports in India for a period of three years (2018-20). As one of its initiatives, the Airport Authority of India has been participating in the Airport Service Quality (ASQ) survey conducted by Airports Council International (ACI) in order to get feedback from passengers on various service parameters rendered by airports and also get the Authority's airports benchmarked with other participants in ACI-ASQ survey worldwide.

■ Bend, Ore.-based **Ventana Research** has launched its newest research into business and technological transformations in corporate offices of finance. This research will continue previous research initiatives into the extent to which CFOs and finance departments are moving to a more strategic role in management of the company through use of technology. It will identify, explore and quantify aspects of the future of the office of finance, including the finance department's mandate within the organization; how well or poorly it is performing and why; the challenges it faces; and the role of people, processes, information and software in addressing those challenges.

New companies/new divisions/relocations/expansions

■ Adam Rossow, Gary Zucker and Jonathan Futa have launched the Denver-based firm **Threadline Digital** to offer a content marketing measurement solution that leverages a blend of market research and ad tech to demonstrate how content made consumers feel, the impression it left and its effect on the brand.

■ **Arkansas Business** reports that Conway, Ark.-based information firm **Acx-**

iom is consolidating two divisions and cutting 2 percent of its workforce (the company now has around 3,300 employees worldwide).

■ **YouGov**, a U.K.-based data and analytics firm, has opened offices in Spain and Italy.

■ Researcher **Lightspeed** announced the opening of its first local office in Seoul, South Korea.

■ Research company **Euromonitor International** has opened a Hong Kong subsidiary.

■ Research company **Fieldwork** has opened its latest facility, **Fieldwork New York City**. Located to service midtown Manhattan, it is close to Penn Station and multiple transportation lines. It includes three focus group suites, each with skyline views, and a window-wrapped open creative space. One room is designed to accommodate over 50 respondents.

■ Cincinnati research firm **Burke, Inc.** is adding a new building to its seven-acre downtown Cincinnati campus that will become home to its subsidiary, **Seed Strategy**. Burke acquired Seed Strategy, a growth acceleration firm currently located in Crestview Hills, Ky., in 2014.

Research company earnings/financial news

■ **ITWP**, parent holding-company of Toluna and Harris Interactive Europe, announced growth and momentum of the Insights on Demand Consortium it established in January 2018. Since the consortium's founding, insights and marketing professionals representing consumer brands across a range of industries and geographies have joined.

■ U.K.-based research firm **Join the Dots** announced 2017 end-of-year revenue as £12.3m, marking the company's fifth consecutive year of over 20 percent year-on-year growth. The agency recently welcomed Chief Financial Officer Pauline Reeves to the business.

■ **YouGov** reported that pretax profit for the first half of fiscal 2018 jumped 78 percent due to strong organic revenue growth. For the six months ended Jan. 31, the polling company made a profit of 4.5 million pounds (\$6.4 million) compared with GBP2.5 million in the same period a year earlier. Revenue increased 10 percent, or 12 percent on a constant-currency basis, to GBP56.3 million from GBP51.4 million. Chief Executive Stephan Shakespeare said business in the second half of the financial year has continued positively and the company is confident in its prospects for the full year.

■ New York software firm **Remesh** announced a \$10 million Series A funding round led by General Catalyst with participation from Seed Round lead investor LionBird Ventures.

■ Oslo, Norway-based research software and services firm **Confirm** reported highlights from its 2017 business year, including securing a record number of new customers in 2017, achieving double-digit growth in the Asia-Pacific market last year and recording its largest-ever sales quarter in 2017's fourth quarter.

■ Q1 2018 revenue increased year over year by nearly 60 percent for **P2Sample**, an Alpharetta, Ga.-based sampling firm. In the same period, survey completes grew comparably, registering more than 2.1 million in Q1. This growth was supported in part by the addition of 11 new staff members over the past year, primarily at the company's headquarters.

■ The board of directors of **Nielsen Holdings plc** approved an increase in the company's quarterly cash dividend of \$0.01 to \$0.35 per common share, payable on or after June 20, 2018 to stockholders of record at the close of business on June 6, 2018.

E-mail your press releases to 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!

 **THE QUIRK'S EVENT**
BIG IDEAS. REAL-WORLD SOLUTIONS.

TheQuirksEvent.com

NEXT YEAR IN **3** LOCATIONS!

LONDON
ENGLAND

FEBRUARY 12-13, 2019



BROOKLYN
NEW YORK

MARCH 5-6, 2019



CHICAGO
ILLINOIS

APRIL 2-3, 2019



CALENDAR OF EVENTS

••• can't-miss activities

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

GAN Events will hold the AI & Future of Work Conference on **June 7-8** in **Chicago**. Visit bit.ly/2FYLPbs.

GAN Events will hold its Product Management & Innovation 2018 event on **June 7-8** in **Chicago**. Visit bit.ly/2IuHUS2.

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

MRIA will hold its 2018 Annual Conference on **June 10-12** in **Vancouver, British Columbia**. Visit bit.ly/2ygCoAp.

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

KNect365 (IIR) will hold its OmniShopper event on **June 13-15** at the Westin Chicago River North in **Chicago**. Visit bit.ly/2eI8KbF.

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

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.

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.

UXPA will hold its 2018 International Conference on **June 26-28** in **Rio Mar, Puerto Rico**. Visit uxpa2018.org.

Travel and Tourism Research Association will hold its 2018 International Conference on **June 26-28** in **Miami**. Visit bit.ly/2gBfk5L.

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

Merlien Institute will hold its MRMW Asia-Pacific event on **June 27-28** in **Singapore**. Visit apac.mrmw.net.

WAPOR will hold its Annual Conference on **June 27-30** in **Marrakesh, Morocco**. Visit 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.

RSS will hold its 2018

International Conference on **September 3-6** in **Cardiff, Wales**. Visit bit.ly/2xDKLSb.

Merlien Institute will hold its MRMW Europe 2018 event on **September 5-6** in **Stockholm**. Visit eu.mrmw.net.

IQPC will hold its Customer Experience Automation event on **September 5-7** in **San Jose, Calif**. Visit bit.ly/2FbF9q2.

ESOMAR will hold its 2018 Congress on **September 23-26** in **Berlin**. Visit www.esomar.org.

CX Talks: The Customer Experience Summit Chicago 2018 will be held on **September 24** at Second City Theater, **Chicago**.

AMA will hold its 2018 AMA Marketing Week Live event on **October 3-5** at Caesars Palace in **Las Vegas**. Visit www.ama.org.

Insights Association will hold the 2018 Corporate Researchers Conference (CRC) on **October 8-10** in **Orlando, Fla**. Visit bit.ly/2zuhH3Z.

Merlien Institute will hold its Qual360 Asia-Pacific 2018 event on **October 10-11** in **Singapore**. Visit apac.qual360.com.

KNect365 (IIR) will hold the 2018 Market Research Event (TMRE) on **October 16-18** at the

Westin Kierland Resort and Spa in **Scottsdale, Ariz**. Visit bit.ly/2dp2JxE.

Society of Insurance Research will hold its 2018 Annual Conference and Exhibit Fair on **October 21-23** at the Hotel Monteleone in **New Orleans**. Visit bit.ly/2FBFvUV.

Research & Results will hold its 2018 trade show on **October 24-25** at the MOC Convention Center in **Munich**. Visit bit.ly/2FAo86I.

LIMRA will hold its 2018 Annual Conference on **October 28-30** at the New York Marriott Marquis in **New York**. Visit www.limra.com/annual.

To submit information on

your upcoming conference or event for possible

inclusion in our print and online calendar, e-mail

info@quirks.com. For a

more complete list of upcoming events visit www.quirks.com/events.



Pankaj Khushani
Google



Anup Pradhan
Uber India



Conrad Mendoza Jr
HP

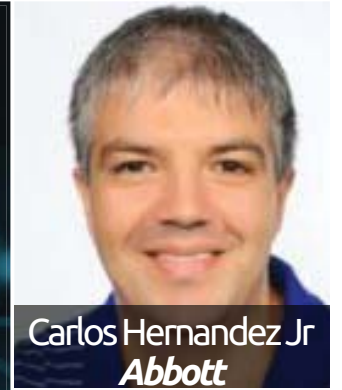


Martyn U'ren
Twitter

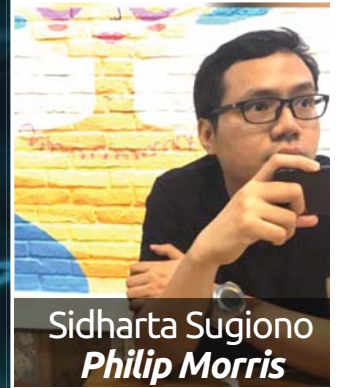
MRMW APAC 2018
 THE RISE OF DIGITAL DISRUPTION
 June 27-28 / Singapore

Register at apac.mrmw.net

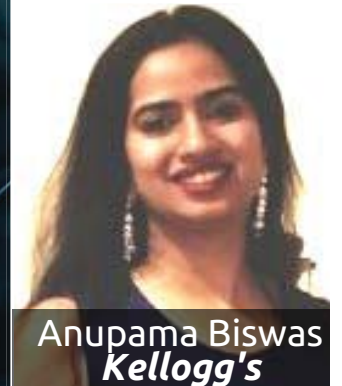
Participating brands include:



Carlos Hernandez Jr
Abbott



Sidharta Sugiono
Philip Morris



Anupama Biswas
Kellogg's



Kenny Ong
Universal Music Group



Kaushik Burman
Shell

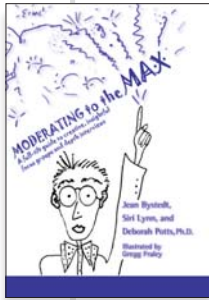


Joyce Tan
Nestle



Rohan Mathur
Lego Group

ESSENTIAL READING FOR RESEARCH PROFESSIONALS



Moderating to the Max

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

Detailed instructions for more than 20 techniques that will deepen focus group findings and bring life to a fading group. From perceptual mapping to personification, you will never again have to guess whether a technique is the right one for the occasion.

Full of examples and illustrations, the book's emphasis is on "play": how fun exercises can inspire focus group respondents to reveal deeper motivations.

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

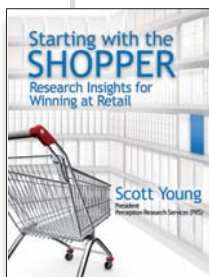


Qual-Online: The Essential Guide

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

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

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

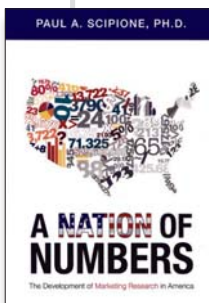


Starting with the Shopper

Research Insights for Winning at Retail

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

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



A Nation of Numbers

The Development of Marketing Research in America

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

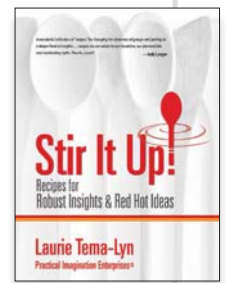
546 pages, 7x10, 978-0-9852482-2-2 \$49.95 cloth

Stir It Up!

Recipes for Robust Insights & Red Hot Ideas

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

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

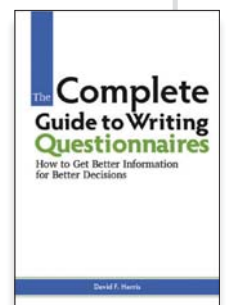


The Complete Guide to Writing Questionnaires

How to Get Better Information for Better Decisions

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

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

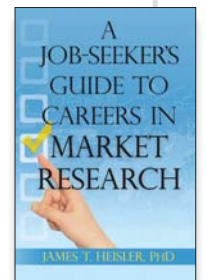


A Job-Seeker's Guide to Careers in Market Research

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

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

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



Buy direct and save!

You will always find **the best pricing** at our website,

PMP paramountbooks.com

Most PMP books are also available for Kindle, Nook and iPad readers. For more information on any title listed here or to see a complete list, visit our website or call **607-275-8100**.

INDEX OF ADVERTISERS

This issue of Quirk's is made possible by our valued advertisers. Their ongoing support – along with that of the other companies and organizations that market themselves on our Web site, e-newsletter and related outlets – helps us bring you Quirk's and all of its associated resources. When you contact the organizations listed below, let them know you saw their ad in Quirk's!

Active Measure p. 15 818-287-7633 www.activemeasure.com	Marketing Research Education Foundation p. 25 903-484-MREF www.MRGivesBack.org
AcuPOLL Precision Research, Inc. p. 11 513-688-3033 www.acupoll.com	Merlien Institute Pte Ltd p. 59 +49 1578-5833909 www.merlien.org
Affordable Samples, Inc. p. 35 800-784-8016 www.affordablesamples.com	MindField Tech Back Cover 304-343-9650 http://mindfieldonline.com
All Digital Rewards p. 27 866-415-7703 www.alldigitalrewards.com	P2Sample p. 37 404-446-2720 www.P2Sample.com
Analytical Group, Inc. p. 45 800-280-7200 www.analyticalgroup.com	Paramount Market Publishing, Inc. p. 60 607-275-8100 www.paramountbooks.com
Ascribe p. 49 513-241-9112 www.goascribe.com	QualQuant Signals p. 11 201-665-6465 qualquantsignals.com
C&C Market Research, Inc. Inside Back Cover 479-785-5637 www.ccmarketresearch.com	The Quirk's Event p. 57 651-379-6200 www.TheQuirksEvent.com
Critical Mix p. 47 800-651-8240 www.criticalmix.com	Sawtooth Software, Inc. p. 51 801-477-4700 www.sawtoothsoftware.com
E-Tabs p. 43 888-823-8227 www.e-tabs.com	Schlesinger Group Inside Front Cover 866-549-3500 www.schlesingergroup.com
Fieldwork Network pp. 7, 30, 50 800-T0-FIELD www.fieldwork.com	Scientific Telephone Samples p. 31 800-944-4STS www.stssamples.com
Focus Pointe Global p. 3 888-873-6287 www.focuspointeglobal.com	SurveyMonkey p. 5 860-670-6015 www.surveymonkey.com
Interactive Video Productions, LLC p. 41 732-970-9446 www.interactivevideo.com	Telepoll Market Research p. 50 416-977-0608 www.telepoll.net
M/A/R/C Research p. 29 800-884-MARC www.marcresearch.com	Toluna p. 9 866-296-3049 www.tolunainsights.com

Quirk's Marketing Research Review, (ISSN 08937451) is published monthly by Quirk Enterprises Inc., 4662 Slater Road, Eagan, MN 55122. Mailing address: P.O. Box 22268, St. Paul, MN 55122. Tel.: 651-379-6200; Fax: 651-379-6205; E-mail: info@quirks.com. Web address: www.quirks.com. Periodicals postage paid at St. Paul, MN and additional mailing offices.

Subscription Information: U.S. annual rate (12 issues) \$70; Canada and Mexico rate \$120 (U.S. funds); international rate \$120 (U.S. funds). U.S. single-copy price \$10. Change of address notices should be sent promptly; provide old mailing label as well as new address; include ZIP code or postal code. Allow 4-6 weeks for change.

POSTMASTER: Please send change of address to Quirk's Marketing Research Review, P.O. Box 22268, St. Paul, MN 55122.

© 2018 Quirk Enterprises Inc. All rights reserved.

Quirk's Marketing Research Review is not responsible for claims made in advertisements.

To purchase paper reprints of this article, please contact Chris Nechanicky at 651-379-6200 x214 or at chris@quirks.com.

10 minutes with...

Salima Nathoo

Senior Director, Global Customer Intelligence, Dow Jones | Wall Street Journal

You speak three languages and have lived in multiple countries. Does this impact your day-to-day work in consumer insights

I'll say these experiences have helped me develop cultural empathy – being curious and open-minded to different cultures and refraining from preconceived biases. I also consider cultural differences from a marketing perspective – for example, at Dow Jones, I'll think about: What are the differences in how we consume news and information? Are there differences in how we use certain platforms? Are there local markets or partnership opportunities that would make sense for us as a brand? It's also a great ice-breaker for when I'm interviewing customers ... You realize that fundamentally people are not all that different – everyone uses Facebook, watches Netflix, loves food, etc., but there are cultural nuances, differences in how and why we do things, and these are the opportunities for companies and brands.

What new methodology do you see yourself leveraging in the next year?

I'm always curious about new approaches and ways of collaborating to tackle our business' toughest challenges. At Dow Jones, we're looking at business growth through the lens of our customers and as a result, we're increasingly layering behavioral analytics with traditional research to generate deeper insights and conclusions about our customers' motivations and needs ... In the year ahead, no doubt our team will continue to experiment with new approaches and tools where there is value – but ultimately, we'll be looking at ways to holistically understand our customers' needs and wants and create strategies that can guide us on where to play and how to win.

What tips would you give client-side marketing researchers who are looking to increase the importance of combining behavioral data with primary research within their organization?

Starting with a hypothesis and looking at each step within the customer journey is key. Behavioral data will tell you how your customers are interacting with your brand across the various touchpoints but you'll also want to understand the why – and this is where qualitative or quantitative research can be valuable. As you look at the data holistically, you'll see certain patterns or themes emerge from both behavioral and consumer surveys, and this will help to either solidify truths or dispel myths – ultimately helping you deliver insights with business impact. Creating customer personas and weaving a simple and clear narrative is essential so that your stakeholders can easily digest the information and take concrete action.

Read the full interview at www.quirks.com/articles/2018/20180622.aspx.

“Behavioral data will tell you how your customers are interacting with your brand across the various touchpoints but you’ll also want to understand the why – and this is where qualitative or quantitative research can be valuable.”



Market **C&C** Research



TASTE. TOUCH. FEEL. SMELL.

UNMATCHED SENSORY TESTING!

- Eyetracking
- Qualitative Research
- Quantitative Research
- On-site Interviews
- Hispanic Interviewing
- Project Management
- Programming
- Over 100 mobile interviewing devices
- 47 data collection locations nationwide
- Panel Augmentation

CONTACT INFO: CORP@CCMARKETRESEARCH.COM | 877-530-9688 | 479-785-5637

WWW.CCMARKETRESEARCH.COM

Solutions

Integrated
Research
Solutions

Audience
Insights
Solutions

Interactive
Data
Solutions

Audience
Insights
Solutions

Integrated
Research
Solutions

Interactive
Data
Solutions

Integrated
Research
Solutions

Audience
Insights
Solutions

Interactive
Data
Solutions



EXPERIENCE. INTEGRITY. TRACK RECORD.



MindfieldTech.com | McMillionResearch.com

VALIDATION SERVICES
EXCLUSIVELY BY



PROUD MEMBER OF

