QUIRK'S

For marketing research and insights professionals

BRINGING THE B2B BUYER TO LIFE

USING PERSONAS IN B2B RESEARCH

PLUS Tips for effective B2(SM)B research

Bolstering your ad claims with taste tests

Process helps internal team align MR goals

Quirk's Marketing Research Review
November 2018
Volume XXXII Number 11
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ADVERTISING SECTION
31 Top Qualitative Research Companies

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••• new at quirk's
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In October Quirk's Media launched Quirk's Talent, an executive recruiting service specializing in identifying and placing professionals in the marketing research and consumer insights industry, in partnership with Trusted Talent LLC.

Quirk's Talent includes both full-time and interim placements. Our team's extensive industry experience combined with our proprietary platform and depth of industry reach make us the ideal solution for matching research talent with open opportunities in our industry.

Learn more at www.quirkstalent.com.

••• events
Engaging learning sessions at The Quirk's Event

The Quirk's Event – held in London, February 12-13, 2019; Brooklyn, N.Y., March 5-6, 2019; and Chicago, April 2-3, 2019 – is a two-day event packed with sessions to give your team an edge.

Here are just a few of the companies that will be speaking at the events: Virgin, Hachette UK, National Public Radio, BuzzFeed, Molson Coors, CBS Interactive, TherapeuticsMD, P&G and Olive Garden.

Looking to register for the Quirk's Event or read more about the sessions? Visit www.TheQuirksEvent.com.

Q // E-newsworthy

The CX battle: Human vs. machine
quirks.com/articles/2018/20180926-1.aspx

Gen Z and qual: 5 tips for your next study
quirks.com/articles/2018/20180925-1.aspx

Becoming a valuable insights leader
quirks.com/articles/2018/20180926-2.aspx

Q // Noted Posts

QuirksBlog.com

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3 tips for pitching innovative ideas
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Ads, marketing and the Millennial dad
https://bit.ly/2HDVxNx

ResearchIndustryVoices.com

Consumers open to virtual visits and retail walk-ins
https://bit.ly/2O4Xo5Z

How consumers respond to controversial ads
https://bit.ly/2Qu7qKJ

Don't forget the basics when reporting research results
https://bit.ly/2z0uoGX

ResearchCareersBlog.com

Study narrows in on top 10 management skills
https://bit.ly/2QmjxsU

Researching the needs of your potential employees
https://bit.ly/2ybzxXp

Defining the role of the chief data officer
https://bit.ly/2Q1WunX

••• technology research

DIY a growing force in smart-home products

In recent GfK research, more than half (52 percent) of consumers said they prefer to install their own smart home products, up from 43 percent in 2015. And 57 percent say they want to maintain these devices themselves, compared to 51 percent three years ago.

In both cases, nearly all of the study-to-study increase has been driven by consumers who have a strong preference for DIY. The growth of a DIY preference for smart home installs is also largely associated with age; among younger consumers (up to age 44), the desire to install their own devices and services has grown between 10 and 19 percentage points.

This increasing DIY preference among smart-home consumers also raises the stakes for manufacturers and service providers. Almost two-thirds (62 percent) of those surveyed in 2018 said they expect devices from different vendors to be able to communicate with each other, with the highest levels among the 25-to-34 (68 percent) and 35-to-44 (72 percent) age groups.

"Device makers and service providers alike need to work harder to collaborate and pave the way for seamless installation and service," says Tom Neri, commercial director for tech and durables at GfK. "Reflexive siloed behavior will only drag down acceptance and yield poor word of mouth from amateur technicians. That said, there does exist a segment of consumers, skewing older, that would be responsive to an install and maintenance service support offering for smart home products."

www.quirks.com/articles/2018/20181101.aspx
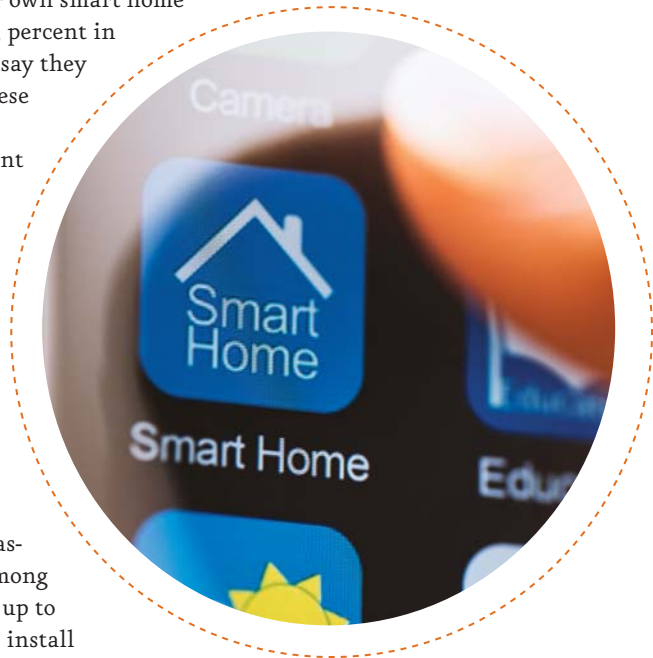
••• entertainment

Cord-cutters seeking value

Wired and satellite television providers trying to counter the burgeoning cord-cutting phenomenon should offer the same original programming, choice and value that viewers receive from streaming video content sources, a new Invoke LIVE Big Qual research study indicates.

"Sixty-six percent of participants said that 'quality, original programming' is crucial in considering a cable/fiber/satellite service – roughly the same number who expect that level of quality from a streaming on-demand service," says Peter Mackey, Invoke Solutions' chief research officer. "Our research shows that viewers who are seriously considering abandoning their pay TV service want more value from that service: quality original content on a par with Netflix or Amazon Prime, flexibility from à la carte channel menus and innovative offerings that improve the TV viewing experience."

Twenty percent of the participants had already cut the cord and dropped their pay service. Tellingly, 100 percent of them said they were completely satisfied with their decision because they get more value for less money from streaming services.

Why Us?

Commercial Test Kitchen
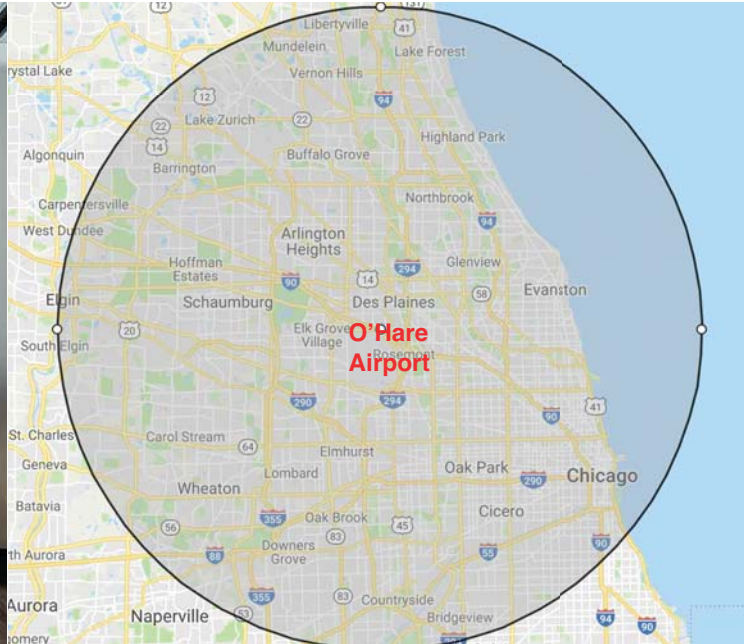
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Book offers the A to Z on B2B

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Joe Rydholm can be reached at joe@quirks.com

While more attention is being paid to how the B2B buying process is often driven by as much emotion as B2C purchases (see this very issue of Quirk's for examples!) and that B2B is therefore more like B2C than unlike it, there are still many stark differences between the two types of marketing (and their attendant forms of marketing research).

For anyone new to marketing research or considering making the jump from B2C to B2B, the book *Business-to-Business Marketing* (Sage Publishing) is a great resource for understanding those differences. I've had a review copy of the fourth edition, the most current one, on my bookshelf since it came out in the summer of 2017 and with this issue of Quirk's featuring a B2B research focus, I've finally been able to get all the way through it!

Though obviously geared to the higher-education market in its tone, the book is written with a well-informed and practical style and features many real-world examples (along with the usual trove of citations of scholarly research on the various topics being explored), giving it a relevance beyond the typical business textbook. (The glossary and list of references are especially valuable to new B2B researchers and those who are hungry to dive a bit

deeper into some of the material.)

Segmentation is a topic near and dear to any B2B researcher's heart and the book gives a good overview of segmentations, touching on the many criteria upon which they can be built. Too much of a good thing can be, well, too much, especially with segmentations, and the segmentation chapter draws

from earlier work by Art Weinstein (2006) to help readers use a framework of nine questions to ask in order to successfully implement market definitions and segmentations – and avoid going too far with them.

Elsewhere, authors Ross Brennan, Louise Canning and Raymond McDowell spend ample time on the marketing side of things, looking at price-setting, routes to market and managing product offerings. I especially appreciated the

chapter on responsible business-to-business strategy and its well-informed approach to considering the value that ethics and social responsibility can and should play. Those notions seem painfully naive against the current backdrop of regulatory rollbacks and profits primacy in this country but there are still many examples of companies that try to do well by doing good and the chapter lays out four theories of marketing ethics and makes a good case that the pursuit of corporate social responsibility doesn't have to be mutually exclusive from profits.

Getting back to the topic of emotions, so much of B2B success hinges on relationships – how you build them, sustain them and, perhaps most important for researchers, measure them – and the book's strongest chapters are those on relationship communication and account management. For the seasoned marketer, there isn't anything revolutionary in these sections but there is certainly value in having a reference tool on your bookshelf that so effectively summarizes and analyzes current systems of thought on these and many other crucial aspects of the B2B realm. **Q**

••• advice for researchers

ASK THE **EXPERT**

Expert answers to important research questions.

....

When and how can digital tracking be used to obtain a true competitive advantage and "future proof" your consumer insights approach?

Digital tracking provides behavioral data that helps companies optimize their marketing channels, reduce costs and increase ROI by understanding where consumers are online, what they are doing and learn more about their behavior to uncover inefficiencies, competitive threats or, best yet, uncover new opportunities. Digital tracking is ideal to help brands understand path-to-purchase, deepen consumer profiles that can inform segmentation and understand the competitive landscape.

Marketers can follow consumers from the real to the digital world and back again, gaining a clear understanding of touchpoints and brand awareness along the way. Digital tracking provides a precise record of what a consumer is doing at any given moment rather than a close approximation. Its value is almost immeasurable.

Digital tracking and the resulting behavioral data provide significant advantages even in cases where companies already have access to behavioral data. Imagine a large travel Web site wanted to understand actions of its online users: browsers vs. buyers. The

company has Web and customer data but little insight into what visitors do outside of the company's Web platform. Digital tracking can provide additional insight and help deliver a more comprehensive view of consumers.

This project collected behavioral data to understand how customers could be segmented using data collected from their own Web site's platform and from competing platforms. As a result of the findings, segments developed based on the frequency of travel and which devices were used during the three stages of the travel planning process. In addition to finding out the preferred device for travel planning, they also discovered a surprising parallel activity. While planning trips, consumers also viewed fantasy trips. Survey research was used to better understand consumers' motivation for doing so and largely leveraged the behavioral data captured using digital tracking to more aptly inform the study design and respondent selection. Armed with this new information, the company both optimized their Web design and
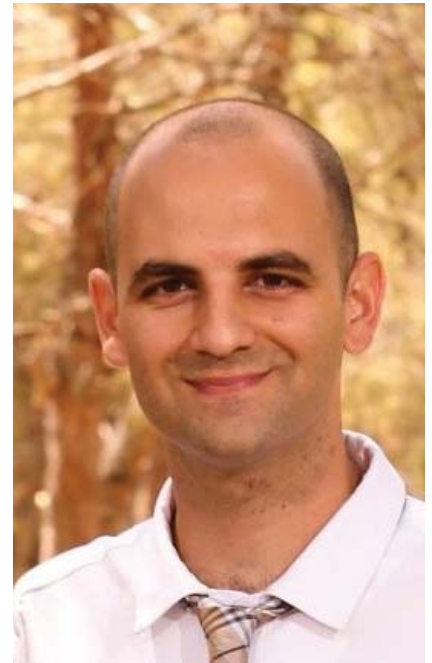
Tsahi Ben Yosef
Vice President, Digital Innovation, Toluna
tsahi.benyosef@toluna.com

enhanced messaging and offers.

In this example, as is often the case, digital tracking was used as part of a blended approach of market research, existing data and new behavioral data to yield insights that were never before available – not only future-proofing the client's research but providing a unique competitive advantage that the client was able to capitalize on.

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/2018/20181155.aspx

Q // Survey Monitor

• • • millennials

Despite debt, Millennials sunny on money

Over half expect to become millionaires

Millennials are optimistic about how their lives will play out after college, despite the fact that they have a collective $1 trillion in student loan, credit card and other debt hanging over their heads, according to the TD Ameritrade 2018 Millennials and Money Survey.

"Millennials are graduating at record rates and it's great to see that like most previous generations of college students, young people are optimistic about the future. On average, survey respondents expect to land a job in their chosen field and be completely financially independent by age 25," says JJ Kinahan, chief strategist for TD Ameritrade. "This is a financially optimistic group that's feeling positive about the economy, the job market and their own plans. However, they will need to develop saving and investing habits that will help them reach some pretty big goals. Millennials are a generation that has vastly different attitudes and habits than previous generations. So naturally, their lives and financial milestones after college may look different as well," says Kinahan.

According to the survey: half (53 percent) expect to become millionaires at some point; one in four said they don't expect to get married and nearly that many (24 percent) don't expect to own a home; nearly a third (30 percent) of Millennials don't expect to have kids; and despite the general optimism, two in 10 said they're never going to be able to pay off their student loans. Nearly one in five (17 percent) haven't yet achieved financial independence from their parents; for those who have, it's usually moving out of the family home that triggers being financially cut off.

One milestone in particular is going to need some extra attention. Millennials reported that they expect to retire at age 56 on average (Millennial men expect to retire even earlier, at age 53 on average). However, on average, they said they don't plan to start saving for retirement until age 36, which could be more than a decade after getting their first real job. More than a quarter (28 percent) said they don't expect to retire at any point.

Many Millennials are making strides and, overall, more rate themselves as savers than did in 2016 (70 percent versus 62 percent). Ninety-four percent of Millennials said they are saving towards a specific goal, with vacation (43 percent) and emergency fund (39 percent) being the top choices. Thirty-eight percent are saving for retirement. A quarter (25 percent) have started saving for the education of their children or grandchildren.

A 15-minute online survey was conducted with 1,519 American Millennials ages 21 to 37 by Head Solutions Group between February 21 and March 7, 2018, on behalf of TD Ameritrade Holding Corporation. The statistical margin of error for the total sample of N=1,519 American Millennials within the target group is +/- 2.5 percent. Sample was drawn from major regions in proportion to the U.S. Census.

www.quirks.com/articles/2018/20181103.aspx

••• technology research

Alexa, don't do that

How much leeway do we give digital assistants?

Eighty-one percent of consumers around the world would like "electronic devices of the future" to make their lives easier. However, users have very different views on what artificial intelligence, robotics and digitalization should and shouldn't be allowed to do, according to findings from a survey of 7,000 consumers in the U.S., Asia and Europe for electronica, a trade fair and conference. Seventy-one percent of global consumers think that electronic devices should only assist humans.

Manufacturers are working at full speed with artificial intelligence and digital networking to build on the current success of smart electronics. The concept of voice control is clearly popular: Around 60 percent of consumers worldwide are in favor of electronic devices being able to engage in dialog with humans in future – along the lines of familiar voice-activated assistants such as Siri, Alexa and Cortana. However, 17 percent of consumers all around the world strongly object to the concept of talking electronics.

There is a consensus among consumers that digital assistants shouldn't be too human-like. In response to the question regarding how future service robots should behave,

72 percent are in favor of robots with artificial intelligence remaining clearly recognizable as machines. The strongest advocates for this are Italians (78 percent) and Americans (77 percent). However, even in Japan, which comparably has the lowest level of support, there is still a clear majority of 69 percent in favor.

A global average of 72 percent of respondents are in favor of robots using artificial intelligence to learn autonomously and respond to new situations. The same percentage would like robots to provide decision-making support, although control should never be relinquished by humans.

••• shopper insights

Personal but private

Maryland professor outlines trends in online purchasing

Retail is shifting to an online environment and entrepreneurs in both the e-commerce and brick-and-mortar spaces must know how this shift is affecting consumer expectations and loyalty in order to effectively target these individuals. As online retail gains more share at the expense of traditional brick-and-mortar retailers, entrepreneurs should be aware of the following trends in consumers' online purchasing habits and what it means for targeting these individuals, as reported by P.K. Kannan, dean's

chair in marketing science at the Robert H. Smith School of Business at the University of Maryland.

It is a multi-device, omnichannel world now. Going online does not just mean using desktops and laptops anymore. It is anytime, anywhere connectivity afforded by tablets, smartphones and smart watches. Customers use multiple devices on their path to purchase – starting their search on mobile phones, purchasing products using tablets or laptops and interacting with their friends about their purchases using all these devices. In a multi-device, omnichannel world, a firm cannot operate a Web site optimized only for the desktop or laptop. It has to be accessible with smartphones and tablets. Firms need to provide as seamless an integration as possible for an optimal customer experience.

What does this mean for entrepreneurs? If you are going online, then optimize the experience for all devices, providing clear guidance for a seamless customer experience. Remember, if you are targeting them with an e-mail, they could open it on any device, especially on a mobile device, and your Web site should be ready for access from that device.

Customers shop around much more than before. Smartphones and mobile apps allow quick searches for products and services across different retailers and firms, so shopping becomes very easy for customers. These devices also allow retailers to target customers with attractive offers, coupons and deals while they are on the go. Researchers have found that all these conveniences have made customers heavier shoppers than ever before. Even if they are loyal to some retailers, they easily switch to competitors when inundated with attractive offers. These trends are not easy to fight but it also means retailers need to fight for a share of customers' attention early in the purchase funnel as customers shop around.

Consumers expect personalized experiences. Devices and channels

also provide more opportunities for customizing the customer experience. Collecting data on customer preferences and shopping habits and making use of their past purchase data allow retailers to tailor the experience customers have at their Web sites. Such customization can lead to increased conversions and is the best way to counter shopper promiscuity and keep customers coming back. Retailers do not need to spend thousands on marketing analytics software – systematic collection and analysis with common tools can get retailers 80 percent of the advantage that personalization can provide.

Word-of-mouth and recommendations from friends are still powerful. This is the age of social media and networks, where customers share their experiences, likes and dislikes with their friends and acquaintances online – Facebook, Twitter, Snapchat, Instagram. Retailers should have a clear social media strategy to cultivate their customer base. Retailers can harness the power of word-of-mouth to increase their reach and reduce their marketing budget on paid media by earning their reputation through customer satisfaction. This also makes retailers take a long-term view of their customer relationships and reputation rather than depend on short-term gimmicks to increase revenue.

Consumers take their privacy very seriously. Finally, as much as the online environment provides opportunities to collect data and information on customers' preferences, likes and dislikes and to enable customization and personalized experiences, it is important to take customers' privacy concerns seriously. Do not sell their e-mail addresses to others, do not spam them and make sure you manage their data securely.

••• travel and hospitality
NetBase report IDs most-loved travel brands

Airlines dominate the conversation

According to a report from Santa Clara, Calif., analytics firm NetBase, the top 10 most-loved travel and hospitality brands are: Marriott (1); Four Seasons Hotels and Resorts (2); Hilton, Airbnb and American Airlines (all tied for third); Royal Caribbean Cruises (4); JetBlue and Southwest Airlines (tied for fifth); United Airlines (6); Singapore Airlines and Delta Airlines (tied for seventh); Cathay Pacific Airlines (8); The Ritz-Carlton (9); and Hyatt and Qantas Airlines (tied for tenth).

The Social Media Industry Report 2018 Travel and Hospitality used the firm's social analytics technology to examine the most popular brands across five categories: airlines, car rentals, cruise lines, hotels and travel sites. "Social media plays an extensive role in how customers feel about travel and hospitality brands and where they choose to spend their vacation time," says Paige Leidig, NetBase CMO. "Most consumers have a limited amount of vacation time and turn to social media for recommendations."

The most popular brands by category are: airlines – American Airlines (3) and JetBlue and Southwest (5), United Airlines (6); car rentals –

Hertz Rent-a-Car (27) and Enterprise Rent-A-Car (29); cruise lines – Royal Caribbean Cruises (4) and Carnival Cruise Lines (12); hotels – Marriott (1) and Four Seasons Hotels and Resorts (2); and travel sites – Airbnb (3) and Trip Advisor (12).

The report is based on brand conversations across social networks, review sites, blogs, forums and news sites worldwide. The report examines top trends and overall performance of selected brands as discussed across several social channels.

Among additional findings from the report:

Airline brands dominated the social conversation for travel and hospitality brands this year with 58 percent of the share of voice for all brands on the list, despite only making up 25 percent of the brands researched.

Car rental brands have the lowest net sentiment and passion scores on average. This may indicate that most conversations on social media are about customer service. Car rental brands should see this as an opportunity to create messaging around exciting activities that their offerings enable.

Cruise lines had the highest net sentiment scores, on average, at 79 percent, as well as the highest passion scores. Cruise lines are generating positive conversation and it's just a matter of how they grow their share overall travel conversation beyond the current 5 percent share of voice.

Hotels accounted for 33 percent of the top 10 brands and performed well with the second highest average net sentiment and passion measured in the report. There is an opportunity for them to start embracing more visual channels like Instagram and YouTube.

Travel sites accounted for 10 percent of the conversation measured for this report and most of their conversations take place on forums and Instagram. NetBase found that conversation themes differed between aggregators and specialty sites.

••• home lighting

Survey sheds light on LED knowledge

Watt and kelvin and lumen, oh my!

A survey of consumers around the world, with over 3,000 surveyed in North America, shows that there is still a considerable lack of knowledge surrounding a number of different aspects on current and future lighting technologies. The survey, conducted by Research Now on behalf of lighting products maker LEDVANCE LLC, sought to gauge consumers' knowledge of light and lighting products, looking at what causes the greatest confusion and assessing how open and up-to-date are they with regard to future issues of lighting technology.

"With choice can also come confusion, as demonstrated by the fact that our survey discovered that a majority of Americans and Canadians, 77 percent and 69 percent, respectively, have at some time bought a lighting product for their household that was the wrong fit, shape, size and/or light temperature," says Wolfgang Mailaender, head of marketing for the U.S. and Canada, LEDVANCE.

Even though a majority have bought the wrong lighting product that they needed, most consumers think they are better informed than they really are. Seventy-one percent of consumers in the U.S. and Canada surveyed responded that the advantages and disadvantages of different lighting technologies ranging from (smart) LEDs to classic incandescent lamps are completely or at least sufficiently clear to them.

When questioned on relevant measurement units such as the ones that have been printed on lamp or luminaire packaging for quite some time, the wheat was soon separated from the chaff. Seventy-seven percent of respondents in the United States and 80 percent in Canada were still able to correctly assign watts to energy consumption. Kelvin and lumen, on the other hand, which are important measurement units in the LED world, were only identified by about half – 58 percent in both the U.S. and Canada and 58 percent in the U.S. and 61 percent in Canada, respectively – as indications of color temperature and luminous flux.

This is a problem, according to Oliver Vogler, head of strategy and marketing at LEDVANCE. "The color temperature and its kelvin value provide information about the light color – ranging from daylight white [from 5300 K] and cool white [3300 to 5300 K] to warm white [up to 2700 K]. The luminous flux given in lumens tells you how much light the lamp gives out. So for energy-efficient LEDs, the crucial value for brightness is no longer watts but lumens," he says.

Germany finished behind every other country when it came to identifying these measurements with only 33 percent of all respondents correctly assigning all the units. The British, French, Swedish, Americans, Canadians, Brazilians and Chinese on the other hand achieved between 40 and 50 percent. The Italians were top with 55 percent.

Which lighting technologies are consumers looking for at their local DIY store or on the Internet? LED technology – either with or without smart functions – is high on the list: 58 percent of Americans and 55 percent of Canadians look for LED and 31 percent and 26 percent look for smart LED products. Surprisingly, however, old technologies still feature prominently, with halogen selected by 19 percent of both Americans and Canadians, fluorescent selected by 26 percent of Americans and 21 percent of Canadians, and 18 percent of Americans and 16 percent of Canadians still stocking up on incandescent light bulbs.

Human-centric lighting (HCL) – or "the right light at the right time" – is a major trend in the lighting industry and there is plenty of hype surrounding it. Scientific research suggests that artificial light that closely simulates the changes in natural daylight can contribute to establishing and stabilizing human day/night biorhythms, which can help boost our sense of well-being and improve our health.

In response to the question on the biological effect of artificial light on the human body, the majority of U.S. and Canadian respondents (around 72 percent) indicated however that they either did not believe it or knew nothing about it. Nevertheless, two-thirds (66 percent) saw an advantage in using artificial light to stimulate body and spirit according to their individual needs. People are therefore generally open-minded about HCL. Sixty-two percent of the respondents, for example, indicated that the biological effects of light would have a major influence on their purchasing decisions if they knew enough about it. However, that is obviously not yet the case.

The international consumer study was conducted on behalf of LEDVANCE by Research Now at the end of 2017 and the start of 2018 in a total of nine countries – Germany, Great Britain, France, Italy, Sweden, the U.S., Canada, Brazil and China. The online survey was based on a representative cross-section of the online population in age groups from 18 to 60, with different levels of education and income and from the various regions. In the United States and Canada, over 3,000 were surveyed.

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Product and Service Update

••• political research
HarrisX, Rasmussen partner on tracking poll

Will use Overnight Poll service

Research company HarrisX has partnered with pollster Scott Rasmussen to produce the ScottRasmussen.com Daily Tracking Poll, an ongoing gauge of American voters' political sentiment. The poll quantifies public opinion on topics related to social issues, current political news, presidential and congressional job approval, trust in American institutions and the degree to which voters are engaging or disengaging from politics. HarrisX will use its Overnight Poll service, which surveys more than 1,000 Americans and registered voters five nights a week, to generate poll data. ScottRasmussen.com will publish four to eight poll releases daily. Some of the results will track opinions on particular topics over time while others will measure overnight reaction to events currently in the news. It will feature questions and analysis from a variety of perspectives, based on the belief that people, organizations and institutions outside of government also play a role in governing society.

For full transparency and clarity, ScottRasmussen.com will include top-line survey results – with the precise question wording used in the survey – along with detailed information on the demographic composition of respondents and significant cross-tabulation of results.
harrisx.com

••• customer experience
Forrester debuts CX certification

Three-part process

Cambridge, Mass., research and advisory firm Forrester has launched its CX certification product, a training program that provides companies with the skills to create better customer experiences. Forrester's three-part CX certification begins with a six-week online course in CX foundations, which features six lessons focusing on topics such as journey mapping, CX measurement and ROI modeling. Working in a collaborative and social learning environment, participants create real-world deliverables through interactive activities and short video lessons that are available on demand. Successful completion awards participants a signed certificate and badge to promote their certification.
go.forrester.com

••• gift research
NPD Group offers Registry Snapshot

Dashboard view of U.S. gifting and registry creation

Port Washington, N.Y., research company The NPD Group has released Registry Snapshot, a dashboard providing a holistic view of gifting and registry creation in the U.S. for

select retailers. The snapshot includes information on registry type, retailer, category performance and top brands, as well as subcategory conversion rates, average list price and average amount spent. Additional benefits include being able to look at the current gaps in knowledge of registry pricing, brand inclusion and sell-through to assist in assortment planning, as well as an understanding of event importance by size and value to help gain competitive intelligence. The initial Registry Snapshot, which is available now, includes data compiled from 40,000 individual registries across key online and brick-and-mortar retailers. Attitudinal and behavioral insights collected through a consumer survey will also be available. This additional data will help clients identify key factors driving registry selection in terms of retailer, creation type (online vs. in-store) and purchase dynamics, including post event intentions and purchase behaviors among gift givers and registry owners.
www.npd.com

••• customer experience
GfK launches consumer journey product

Part of Consumer Insights Engine

Nuremberg, Germany-based researcher GfK has launched the Consumer Journey module of the Consumer Insights Engine, a solution designed to provide a market view of the online and offline consumer purchase journey for the technology and consumer durables industries. The Consumer Insights Engine is available in over 10 markets, globally.

The Consumer Journey module combines a collection of point-of-sales data with market research, online consumer behavior data and AI-enabled consumer review data. This gives

on-demand access to insights to drive business decisions via a user interface, the Consumer Insights Engine.

The new solution supports business functions such as product, category management, marketing and sales. These functions are under pressure from saturating demand, shorter product life cycles, the increasing importance of digital channels, increasing competition and declining prices. Day-to-day business often does not leave enough time for ad hoc surveys to get answers to key business questions.

The Consumer Insights Engine is designed to answer questions such as: What triggers the realization of a need to purchase? What channels do consumers use when researching products? What are the most important attributes for consumers when deciding to purchase? What do purchasers think and say about a product?

The solution is available in multiple markets, including: Germany, France, Italy, Spain, Netherlands, the U.K., Russia, India, China, Japan, South Korea, Brazil and the U.S. The product category focus is within the technology and consumer durables sector comprising IT, major domestic appliances, small domestic appliances, printers, gaming, consumer electronics and personal care.
www.gfk.com

••• Briefly

■ Data services firm Maru/Blue, Toronto, has launched Agile Self-Serve, a DIY, real-time survey solution that provides completes within hours across Canada, the U.S. or the U.K. The solution includes a reporting dashboard, video and photo content upload capabilities and allows clients to target respondents by region, gender or age.
www.marublue.net

■ Denver-based consumer health software company Welltok has launched DataWise, a consumer data and predictive analytics solution. DataWise supplements traditional health care data with the company's proprietary consumer database and predictive variables to create a view of consumers. The solution analyzes the combined data and provides data sets that improve program targeting, design and messaging.
www.welltok.com

■ Customer experience technology company Service Management Group, Kansas City, Mo., has launched a point-of-sale smart survey technology that shortens surveys to reduce abandonment rates and provide more accurate customer feedback.
www.smg.com

■ Chicago-based behavioral research firm InsightsNow is now offering PlayFULL Insights, a qualitative ap-

proach that uses the Lego Serious Play method where participants use Lego bricks to build stories in response to a moderator's questions.
www.insightsnow.com

■ GfK MRI, New York, and E-Poll Market Research, Encino, Calif., have jointly developed and launched the MRI/E-Score Celebrity Fusion, a platform offering a granular understanding of consumer/celebrity compatibility. The platform visualizes and simplifies the process of choosing endorsers and spokespeople, aligning product placements and making other decisions for celebrity-based marketing.
mri.gfk.com
www.epollresearch.com

■ Port Washington, N.Y., information company The NPD Group has launched its Beauty Retail Tracking Service in Germany, a new point-of-sale service tracking sales of beauty products, including fragrance, make-up and skincare. The service, set to launch in 2019, will collect point-of-sale data covering both e-commerce and brick-and-mortar sales.
www.npd.com

■ Jupiter, Fla., research company Quick Test/Heakin has launched a new large-event staffing service called Quick Staff. The service provides interviewers and brand ambassadors for large events and tradeshows.
www.quicktest.com

■ Shawn Herbig, founder and president of IQS Research, and motivational speaker Kristin Mackey have released a book, *Frequency Matters: Be a Contributor, Not an Employee!*
iqsresearch.com

■ Oslo, Norway, research solutions firm Confirmit has added new capabilities to its Confirmit Horizons platform. New capabilities include: Confirmit Action Planner added to its B2B Account Health solution; benchmark support added to its Employee Pulse solution; and scenario manage-ment for Digital Experience.
www.confirmit.com

■ Neuromarketing platform CoolTool has launched real-time direct access to respondents to provide insights into neuro tests, like ad testing and Web site testing, as well as eye-tracking and emotion measurement studies. CoolTool uses smart algorithms based on artificial intelligence to identify and exclude poor- or bad-quality answers. The quality-control system evaluates the completion of the questionnaire by each respondent in the context of three criteria: completion speed, matrix patterns and open answers.
cooltool.com

■ Enterprise feedback management company Questback has released Academic Edition, its cloud-based survey solution for the education sector, to the American market. The solution provides students, professors and researchers with survey tools for qualitative and quantitative research projects. The solution launched in 2004 in Europe.
www.questback.com

■ Plano, Texas, company Research Now SSI has announced that its portfolio of panel data and integrated data is now on a common platform. The data is available via API, including access to Research Now SSI panels that were not otherwise available programmatically.
www.researchnow.com

■ Boston-based consumer insights firm Crimson Hexagon has introduced new reverse image search capabilities, allowing analysts to search by picture instead of text across the company's data library. Results include exact matches, visually similar images and a full set of analytics on the consumer conversations related to that picture.
www.crimsonhexagon.com

■ Arlington, Va., retail platform Basket has launched Insights, a new grocery business intelligence tool for brands and retailers. Powered by shoppers, In-sights captures on-shelf and promotional prices of grocery products and their competitors and updates in real-time.
www.basket.com

■ GfK MRI, New York, has released 29 political targets based on its data on U.S. consumers. The segments incorporate U.S. voter roll data and allow advertisers to target people by voting behaviors, party affiliation, ideological identification and their stance on social issues.
mri.gfk.com

■ Chicago-based researcher IRI has made enhancements to its consumer and shopper insights solution, IRI Shopper Loyalty, which now covers more channels, geographies and retailers.
www.iriworldwide.com

■ GfK MRI, New York, has introduced Visual Reporter, a graphically-based analytical tool that provides access to targeting insights. The tool uses MRI's database on U.S. consumer activities and attitudes and allows users to: discover consumers' hidden concerns, desires and beliefs; determine a target's ideal media mix; identify product categories that resonate with consumers; and learn about a target's mobile habits and time spent online.
mri.gfk.com

■ Machine learning and artificial intelligence company Lexalytics, Boston, has launched Lexalytics Data Extraction Services, data extraction software and services that combine the company's AI-based natural language processing technologies with the ability to classify structured and unstructured content to gain more insights from corporate documents.
www.lexalytics.com

■ Jersey City, N.J., consumer behavior and location sciences company SITO Mobile has introduced Quantified Consumer Experiences, a consumer feedback research tool designed to measure the impact of digital ad campaigns on brand perceptions, ad recall, message association and purchase intent.
sitomobile.com

Applied behavioral economics

| By Michael Lieberman

snapshot

Rather than a new addition, Michael Lieberman makes the case that behavioral economics is already a part of the marketing researcher's toolbox.

The 2017 Nobel prize in economics was awarded to Richard H. Thaler, an American economist at the University of Chicago, for his contributions to behavioral economics. The Nobel committee described Thaler as a pioneer in the study of how and why people don't always make rational economic decisions. His work explores "the consequences of limited rationality, social preferences and lack of self-control," which reveal how humans' flaws "systematically affect individual decisions as well as market outcomes."

A formal definition of behavioral economics is: a "field that studies the effects of psychological, social, cognitive and emotional factors on the economic decisions of individuals and institutions. It explores the consequences for market prices, returns and resource allocation, also more generally, of the impact of different kinds of behavior, in different environments of varying experimental values." The field was, in essence, created in 2008 by two pioneering tomes, *Predictably Irrational* by Dan Ariely and *Nudge* by Richard Thaler.

If one searches a job Web site like Indeed.com using the keywords "behavioral economist," the employment possibilities that emerge range from a behavioral scientist, applied psychologist or operations researcher to data analyst. However, there are no specific positions requesting a behavioral economist.

Yet behavioral economics has become the new sexy term, with the big players in our industry attempting to construct behavioral economic departments as quickly as they are moving to construct big data laboratories.

The most well-known use of behavioral economics is nearly universal: loss aversion. In economics and decision theory, loss aversion refers to people's tendency to strongly prefer avoiding losses to acquiring gains. Most studies suggest that losses are twice as powerful, psychologically, as gains. Loss aversion was first demonstrated by Amos Tversky and Daniel Kahneman. Kahneman has recently spawned a new industry, System 1 research, in his seminal work, *Thinking, Fast and Slow*.

Another well-known use of behavioral management is status quo bias. Status quo bias is an emotional bias; a preference for the current state of affairs. The current baseline (or status quo) is taken as a reference point and any change from that baseline is perceived as a loss.

Behavioral economics is also entering the conversation at industry conferences. At a recent pharmaceutical marketing research event, a panel of pharma executives discussed the incorporation of behavioral economics into their mainstream marketing applications. Given that the pharmaceutical industry does not move quickly and that behavioral economics is still emerging, the challenge according to the panelists was a practical application. At that point in the seminar, I raised my hand and mentioned that three common analyses I have been employing for years come under the umbrella of behavioral economics. I mentioned these to the panelists

www.quirks.com/articles/2018/20181115.aspx

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PROUD MEMBER OF

ESOMAR
WORLD RESEARCH

Insights
ASSOCIATION
MEMBER

Aircraft	Adding A	Adding B	Adding C	Adding D	Shapley value
Marginal Cost	$8,000,000	$3,000,000	$2,000,000	$5,000,000	$0
Cost to A	$2,000,000	$0	$0	$0	$2,000,000
Cost to B	$2,000,000	$1,000,000	$0	$0	$3,000,000
Cost to C	$2,000,000	$1,000,000	$1,000,000	$0	$4,000,000
Cost to D	$2,000,000	$1,000,000	$1,000,000	$5,000,000	$9,000,000
Total	$0	$0	$0	$0	$18,000,000

and a Merck executive replied, "Yes, but those are sophisticated analyses." While I took the comment as naïve, this executive did have a point: Marketing researchers will not be able to integrate behavioral economics unless it is easy.

Two easily understood analyses that have been applied for years could be placed under the umbrella of behavioral economics. While their application has not been considered behavioral economics, in reality, these analyses do the same as behavioral economics. All are inexpensive to put in the field and can yield concrete, numerical results.

In this piece, I am going to cover these analyses (without going into operational detail) to show that behavioral economics is alive and well and already in the marketing research quiver.

Differ widely

A key component in behavioral economics is the perception of the value of ownership versus the perception of the value of a person seeking to obtain the item. In *Predictably Irrational*, Ariely showed repeatedly that value perceptions differ widely from buyer to seller. It can almost be comical.

Thus, a behavioral economic application on a problem would be: What is the best way to divide up a conflicting claims problem? How much is fair for a multiparty partnership to pay for a service? What would be an optimal settlement for a divorce?

If asked directly, behavioral economics theory would most likely predict that each party would overstate their respective claim and understate their respective contributions.

As technology advanced, the discipline moved out of the mathematician's lab and into the mainstream. Today the application of game theory can be found in social network formation, political coalition-building, biology, ethical behavioral and business strategy. Game theory originally was developed mainly for the field of economics. A game is, in essence, a mathematical representation of a conflict situation. The solution is a prediction of the outcome based on anticipated player moves – behavioral economics.

Let's take a common example involving an airport. Several airlines are sharing an airstrip and the airport authority is considering lengthening the airstrip. Each airline has different needs for the facility. For example, the airline with the largest planes (let's call it Airline D) needs a longer strip. Airlines with smaller planes (let's call the smallest one Airline A) can use a longer strip, though it is not required. Thus, they do not want to pay the additional costs of maintaining a longer runway.

The question is, how should the cost be divided among airlines?

I am pretty sure that if you asked Airline D executives, they would say the cost of building and maintaining the airstrip should be equally spread between the four airlines. After all, all airlines are using the facility. I am fairly sure Airline A would disagree, chafing at the shared cost of too much runway.

These kinds of analyses are often called transferable utility cooperative games. Each player has a stake in the best outcome. Airline D might insist

that the smaller airline, Airline A, pay an equal share. However, Airline D cannot build the airport without Airline A's involvement. They seem to be at an impasse. What is the solution?

In our cases, we would compute the Nash equilibrium (recall the film *A Beautiful Mind*) using algorithms which are now available, open-source, from the R stat package. Their proposed solution is:

• Divide the cost of providing the minimum level of the required facility for the smallest type of aircraft equally among the number of landings of all aircraft.
• Divide the incremental cost of providing the minimum level of the required facility for the second smallest type of aircraft (above the cost of the smallest type) equally among the number of landings of all but the smallest type of aircraft. Continue until finally the incremental cost of the largest type of aircraft is divided equally among the number of landings made by the largest aircraft type.

Examining the table, we see that the startup of adding Airline A is high but Airline D, which is the last to be added, has the largest capacity. Thus our Shapley value column has calculated how much each airline should pay for the facility. Airline D might not like it but this is the most equitable solution. It is also applied behavioral economics.

The Culture Code

An early work in behavioral economics, though it was not formally named as such, is *The Culture Code* by Clotaire Rapaille. In its description of the book, Amazon asks, "Why are people around the world so very different? What makes us live, buy, even love as we do? The answers are in the codes."

As Rapaille says, the culture code "is the unconscious meaning we apply to any given thing – a car, a type of

food, a relationship, even a country – via the culture in which we are raised." The code, Rapaille continues, "gives us unprecedented freedom over our lives. It lets us do business in dramatically new ways. And it finally explains why people around the world really are different and reveals the hidden clues to understanding us all."

In other words, understanding the codes are a way to predict behavior – the definition of behavioral economics.

Rapaille's background is based on psychology and his methods are primarily qualitative. However, advances in technology have allowed the mathematical calculation of culture codes. A platform called GlimpzIt is an example of such technology. On its Web site, it states that, "GlimpzIt analyzes unstructured data (pictures, videos, and text) using machine learning enabling you to build personalized offerings that resonate with your customers on a deep emotional level."

I have downloaded a few of GlimpzIt's publicly available case studies. What they do, in essence, is to connect emotions to a brand or product by eliciting consumer-generated feedback in the form of structured and unstructured data such as pictures, videos or text.

Heather Wendlandt from GlimpzIt supplied us with an example. GlimpzIt ran a project with a jeans brand whose sales were stagnating and who was looking for ways to avoid competing on price alone. It wanted a campaign that highlighted how its brand fits seamlessly into the lives of its consumers, most of whom were urban Millennials.

The brand reached out to 20-to-35-year-olds and asked them to take a picture of where they store their jeans and explain why. After collecting over 1,800 data points, GlimpzIt processed the results, automatically tagging or categorizing each piece of data for both objective markers and subjective context. The result is a near human-like analysis of unstructured data.

For example, while objectively, an image might be tagged as "jeans" and "drawer," GlimpzIt's AI system also identified tags such as "organized" and "accessible" – a categorization that simulates a human's subjective assessment. One of the key insights that the system found was that while people stored their jeans in a variety of ways (on a hanger or sprawled all over the floor), they did so because the jeans had to be easily accessible.

The jeans brand also used GlimpzIt's filtering capabilities to dig deeper into subsegments of the target audience. It could, for example, filter the data by targeting criteria and screener questions to see if there were any major differences in the preferences amongst various ethnic groups. Based on these insights, the brand came up with a marketing campaign that showcased how people organized jeans in their homes – from rolling them neatly into drawers to leaving them on the floor. The brand messaging was simply, "You can fold our jeans or drop them on the floor. They are always a perfect fit when you need them."

The strength of GlimpzIt's approach is that unstructured data can now be structured. Within this structure multivariate analyses like regression can be run. These regressions point to a linear solution, a quantified culture code. Or, an analytical example of applied behavioral economics.

Yields actionable results

As Thaler has said, "My mantra is, if you want to get people to do something, make it easy." Today, behavioral economists are having to link behavioral economics to "easy" – not a simple task. Although behavioral economics is still considered a somewhat separate subject within the broader disciplines of economics and psychology, it has the buzzword qualities of "sophistication" and "innovation" that companies are passionate about. While using behavioral economics-related approaches isn't always easy, this article should illustrate that we can go to our clients, state that we are applying behavioral economics, that it is feasible, not prohibitively expensive and yields actionable results. Ⓞ

Michael Lieberman is founder and president of Multivariate Solutions. He can be reached at michael@mvsolution.com.

Bringing the buyer to life

How to use B2B personas

| By Daniel Attivissimo

snapshot

Daniel Attivissimo explores buyer personas and how they help organizations understand and better meet the needs of their customers.

The world of B2B selling has evolved over the last decade. Digital technologies have blurred the lines across traditional channels and sales strategies and account-based marketing is reframing the way B2B sales organizations approach customer accounts. What's more, B2B decision makers are bringing their experiences as consumers with them to work and are requiring more of a seamless, omnichannel buying experience. While this shift brings its challenges, it also presents great opportunity for B2B brands to better target and engage different audiences through more tailored offerings around customer needs, attitudes and behaviors. The leading brands of tomorrow will be those that have a laser-focus on the customer and that perfect the customer experience.

In B2B markets the customer is typically an organization as well as an individual. Companies comprise people and so understanding the individuals within the decision-making unit is just as important as understanding their organization.

Persona profiling humanizes a target audience through identifying the common demographics and characterizing individual needs, buying behaviors, motivations and pain points. Knowing the different personas an organization serves makes it easier for marketing and sales teams to focus resources and better engage with key customer groups.

Buyer personas establish a human connection to buyers by portraying who they are (buyer profile) and how they make buying decisions (buyer insights). This paints a picture of a buyer on multiple levels, enabling organizations to understand the likes of: who to target; what the buyer is seeking to accomplish; how buyer goals motivate behavior; how buyers evaluate solutions; what sources of information are used; where the buyer is purchasing; and why buyers choose certain solutions over others.

A buyer persona is…

• an archetype of actual buyers and their buying process/decisions;
• qualitative in nature;
• personable; filled with quotes, anecdotes and stories about goals, challenges and decision making;
• a way to guide meaningful engagements with customers/prospects.

A buyer persona is not…

• a customer profile or even a real person (despite using data from real people and customers);
• calculated; filled with charts and graphs about demographics/firmographics (therefore, also not a market segmentation);
• a lead-generating exercise or a silver bullet for sales.

There are five reasons to use buyer personas.

Culture: Persona use helps facilitate a cultural shift within the organization towards a customer-centric mind-set. The very nature of conducting buyer persona interviews brings the voice of the customer to the center of the table. This inspires organizational empathy with customers, where business functions view customers as humans and not just numbers on a sales sheet.

Understanding: Personas provide organizations with a better understanding of customers from the customer's point of view. They are relatively easy to interpret and share and they provide non-marketing functions a way to easily understand buyers without being inundated by stats-heavy reports.
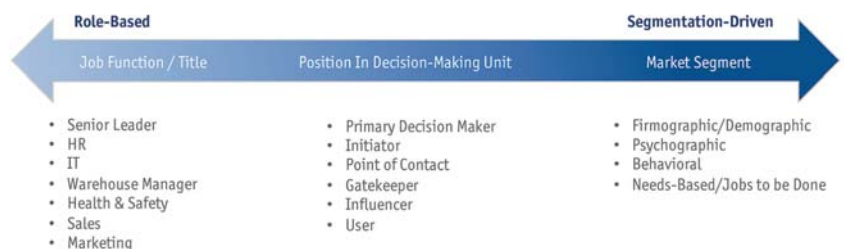
Visualization: They are a clear picture of the target audience, allowing for more thoughtful consideration into go-to-market tactics. The power of visualizing buyer personas is the ability to trigger mental connections that help bridge the gap between the company and the customer.

Planning: With a clear mental image of the buyer in place, planning activities are much easier and more productive. Ideation workshops with a small but cross-functional team are a useful way to implement buyer personas.

Engagement: A persona can help uncover deeper decision drivers and motivations such as goals, challenges and unmet needs. More importantly, the buyer insights are presented in the customer's own words, avoiding misuse of company/industry jargon. The result is a more delighted and memorable customer experience, leading to great loyalty, advocacy and the ability to command a premium.

Different approaches

Marketing professionals take different approaches in defining buyer personas. Some of the most common approaches run along a spectrum of role-based personas through to segmentation-driven personas (Figure 1).

The success of the approach depends on what will work best for the organization using the personas and the ease of implementation.

Figure 1

Role-Based		Segmentation-Driven
Job Function / Title	Position In Decision-Making Unit	Market Segment
• Senior Leader • HR • IT • Warehouse Manager • Health & Safety • Sales • Marketing	• Primary Decision Maker • Initiator • Point of Contact • Gatekeeper • Influencer • User	• Firmographic/Demographic • Psychographic • Behavioral • Needs-Based/Jobs to be Done

That said, focusing on the position within the decision-making unit or a role-based approach to buyer personas makes it easier for sales and marketing teams to identify the target individual compared to segmentation-driven approaches, especially those that are needs-based in nature.

Identifiable and actionable

To build a successful buyer persona, it is essential to speak with actual buyers about actual buying decisions (typically in categories that require some decision making as opposed to more impulsive/low consideration purchases). An effective buyer persona should ultimately comprise a combination of buyer profile criteria and insights on the buyer decision making process. This combination ensures the buyer personas are both identifiable and actionable across the organization.

By way of example, the following structure for arriving at buyer personas has proven successful when applied to numerous B2B markets:

Individual: What are their roles and responsibilities, their years of experience, etc.?

Organization: What is their industry sector, organization size, location, etc.?

Goals: What motivates the individual? And what is their organization trying to accomplish?

Pain points: What keeps them awake at night?

Triggers: What drives a changing

Figure 2: An example of the types of sales and informational tools that buyer personas can help create.

need? And what triggers awareness of suppliers/products?

Review: What outlets or methods are used to explore potential suppliers and their offerings?

Purchase-decision drivers: What criteria are evaluated to select the chosen supplier and what are the most important decision drivers?

Engagement: How does the on-boarding process unfold?

Relationship: What is the optimal buyer experience? For example, how do they prefer to be communicated with? How frequently, etc.?

Renewal/repurchase: What prompts renewal of a contract or repurchase of the product?

Resonate on an emotional level

B2b organizations utilize buyer personas in a variety of ways but most commonly for sales enablement, marketing and product planning activities. As internal teams familiarize – and ideally immerse – themselves with the buyer personas, the tone of communication will sound more customer-oriented versus company-oriented and therefore resonate on an emotional level for a deeper connection with customer accounts.

Sales enablement/training
Sales engagement/playbook: Personas can guide the language to use when engaging with certain personas and effectively position the brand's value proposition for its solutions. Buyer personas can also aid in the development of sales tools (Figure 2) such as battle cards, sales guides, etc.

Customer persona identification: They complement segmentation typing tools with a list of probing questions (either to ask or observe) about the company culture, the role of solutions, goals and challenges.

Marketing communications
Guiding messaging platforms: Personas help you tailor marketing campaigns and content-generation

(e.g., white papers, Webinars, blogs, Website development, etc.) to unique personas by connecting what the buyer persona wants to hear with what the company wants to say.

Optimizing the customer experience: They help you assess the moments of truth that matter most across the buyer journey – as well as areas that delight – and pain points that may result in defection. By walking in the buyer persona's shoes, it is easier to identify ways to optimize the path to purchase and beyond.

Media planning: Personas can serve as helpful guidelines for marketing campaigns and media planning, offering insight on what channels to communicate through, what content to send to whom and when they need it.

Product development

Idea generation and solution retooling: Use the personas to think of new ways to address market needs and concerns and/or how existing solutions can be retooled for more effective adoption and utilization.

Product-planning road maps: Guide product lifecycle management by learning from buyer personas to better organize the existing product portfolio and inform future product pipeline initiatives around buyer needs and behaviors.

Creation of value

If the role of marketing can be boiled down into a simple definition, it would arguably be the creation and communication of value between organizations, customers and channel partners. As the world of B2B selling becomes more complex – with disruptive technologies, a more informed buyer and emerging new channels – sometimes the most effective solution is to stick with the basics. Developing buyer personas helps B2B organizations focus on creating and communicating value by painting a clear picture of how buyers seek and evaluate solutions, while bringing the true voice of the customer front and center. Isn't that what effective marketing is all about? **Q**

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Process makes perfect

Structured approach helps J.J. Keller achieve consistent research success

| By Cheryl Krause

snapshot

A look at how an internal research team uses an insights-brief technique to align business and research objectives.

During the 2018 Quirk's Event in Brooklyn, N.Y., Eden Weller, senior customer and markets insights manager for J.J. Keller & Associates Inc., and Carol Shea, president, Olivetree Insights, a Cincinnati research firm, shared how an insights-brief technique is improving the insights process and establishing performance benchmarks for J.J. Keller.

J.J. Keller & Associates Inc., Neenah, Wis., provides the tools and information organizations need to create safe, productive and compliant workplaces. The company serves 600,000+ customers, including 90 percent of the Fortune 1000, providing DOT/transportation, OSHA/workplace safety, human resources, construction safety and hazardous materials regulation compliance products and services.

Like most insights professionals, Weller recognized the need for his department to work more closely with the business team to achieve the highest level of connections and project success. Gaining business alignment and accountability is a challenge for all insights professionals. Weller identified the reasons for any disconnects within his organization and looked for solutions to break down barriers to success. Shea's firm's Smart Brief Process not only was the answer to aligning insights but it helped establish new performance benchmarks in the process.

Research has evolved

Once, insights professionals did research for research's sake but over the last 10 years, research has evolved, Weller says. "Research was often used as a tool to kill marginal new product/service concepts. Business partners might cherry-pick data and findings to validate decisions that had already been made. If the data we presented didn't support the direction they wanted to go, everything came under attack. The methodology, audience, response rates and consumer's abili-

ty to articulate were called into question. Sometimes business partners would even question the way we asked questions. Overall, for insights professionals, if the message delivered wasn't the message business partners wanted to hear, the messengers were in a tough spot."
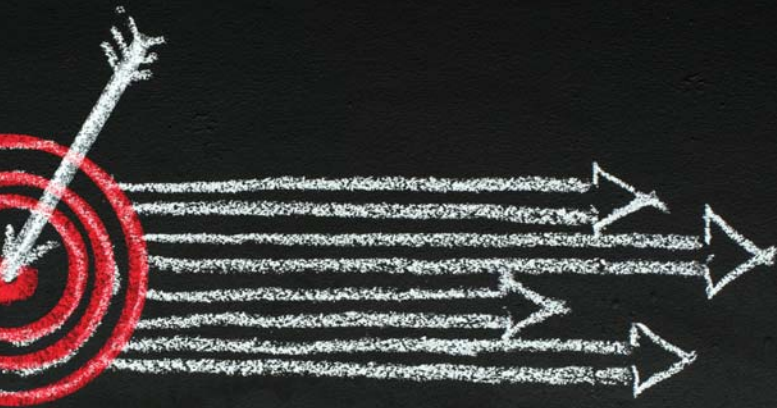
These days, as companies like J.J. Keller make more consumer-focused decisions, it's common to find insights professionals seated at the executive table. But as insights departments have moved from a supply-side model to a more consultative model, there is sometimes still a disconnect.

According to data gathered from corporate researchers for the annual Quirk's Q Report, most researchers have trouble spurring clients to act on the findings from research projects; 50 percent say this is often a challenge. Similarly, the American Marketing Association recently identified "generating and using insights to inform marketing practice" as one of the seven major problems facing CMOs today.

Why? Disconnects between business alignment and accountability happen when everyone involved in insights research defines success differently. A member's role in the organization has a direct effect on how they see success. Thus, a corporate research team and their director might define success very differently than their business partners. In fact, there are four key perspectives that should be considered to understand the disconnects and define the traditional view of what constitutes a successful research project.

Four perspectives on success
Junior analyst. What they would say: "I want to learn something along the way that will help me improve next time." This team member just wants to learn. They see success as a few thank-yous and with nobody angry or confrontational during the process.

Senior researcher. What they would say: "I want my stakeholders to learn something from the research." They want stakeholders to get valuable information from the research. Just as important, they want to quickly and neatly tie up all loose ends and so they can move on to the next project.

Insights director. As you can imagine, the director defines success differently. When asked about what makes a successful project, they would answer: "The key takeaways and recommendations were on-point and delivered clearly." At the director level, the focus becomes more on if each of the research objectives was adequately addressed. But even this view doesn't consider how the business partner defines success.

Business partner. From the other side of the table, business partners see success much differently. They might answer: "Success is when I trust the research process and results and I have a clear path forward." Success is having all the information necessary to make a decision that aligns with company objectives.

At J.J. Keller, success was defined as providing the empirical evidence that enables business partners to more confidently: make better, more customer-centric decisions; spend resources effectively; and predict future outcomes. Weller realized that to align the varying views of success, agreement by all parties was necessary. He and Shea looked at the barriers to setting study objectives that align with business needs and strengthen accountability. Each of the four perspectives showed how people inadvertently create barriers.

Four perspectives on barriers to success
Junior analyst. Because of their junior status, this member may not be confident that they are in a position to ask challenging questions. They will default to simply accepting what the team tells them instead of asking the necessary probing questions. In their

words: "I'm sure they will tell me what I need to know, so I just need to capture what the team says."

Senior researcher. This member has enough experience to have a potentially dangerous point of view. They often think, "We have asked this question of customers a number of times and they struggle to answer it meaningfully. What are you really trying to determine?" They see customers struggle to answer poorly-defined questions and have struggled themselves to determine exactly what stakeholders want but are unable to clearly define. They continue on the path of least resistance because it's easy and they are hard-pressed to finish up one project so they can proceed to the next.

Insights director. Like the junior analyst, the director may not be confident in their authority. They may feel uncomfortable challenging the need for the project or recommending a different approach. Frequently they bemoan requests for research that appear to be a reactive response. "I wish we were brought in to this initiative on the front end!" is a common complaint. As a leader, they may view some projects as a waste of precious resources if business partners clearly have their minds made up. Naturally, they prefer to devote resources to projects where decisions haven't been made.

Business partner. Unfortunately, they may be looking for customer feedback to reinforce a decision they have already made. Every research professional has encountered this scenario. Instead of insights that lead to decisions, they have decisions in search of insights. How often have you heard, "If you just ask the questions we want asked, we'll have what we need!"? When a business partner has a direction in mind, the challenge is to turn that into a hypothesis that can be tested alongside other approaches.

So, barriers arise when the insights team can't see the complete picture. This can happen when probing questions aren't asked or business partners haven't shared all relevant information. It's difficult to

make meaningful recommendations when you start with less than a 360-degree view.

Other barriers arise around decisions that have already been made or when business partners don't share how far they are into the decision-making process. Symptoms of decisions in search of data points are business partner questions like, "How soon can you conduct two focus groups?" and statements such as, "I put together a question set; how quickly can I get my preliminary results?"

A consultative approach

Weller knew that the greatest value his insights team could bring to J.J. Keller was to take a consultative approach to helping his business partners make better decisions by providing a decision-making framework to help get to the questions at the heart of the issue.

But being strategic is a difficult skill to teach. It isn't always realistic for research teams to know and understand the business as well as their business partners. The team needed a tool to help improve its consultative skills, one that offered an alternative to the traditional brief and included more detail and rigor in key areas to highlight the objectives and uses of the research. Weller found his answer in the Smart Insights Brief, which was created by Shea's company as part of its DecisionAdvancer platform.

The Smart Insights Brief begins with a look at the business objectives before research is even discussed. For example, you might start with questions such as, "What is the current situation that is triggering the request for research/analysis?" This technique is a good lead-in for probes related to the business objectives (such as improved profitability or increased sales through market

extensions) being addressed. Next, dimension is added to the business objective by defining how the information will be used ("decisions to be made"), who in the organization will be affected (and might be brought into study design) and the existing beliefs regarding the possible results. Only when the business objectives are clear is it time to move on to the research needs.

Once business needs and objectives are completely understood and defined, you are ready to define the research objectives and how they will meet the business needs (see chart). This phase starts with consideration of what's currently known about the focus area ("related info"). This avoids duplicating prior efforts while leveraging past learnings. Once this is done, the research objective converts the business objectives into research language. Finally, the process includes exploration of what's out of the scope of the project and the impact the learnings will have on decisions. These items clarify the research objectives and provide clear direction for the methodology, analysis and report.

Weller discovered that the Smart Insights Brief allowed him to better guide corporate alignment in insights research. In the alignment process the team was also able to help end scope creep, speed up the report-writing process and better prepare their business partners for all outcomes.

The ultimate result: the insights professionals at J.J. Keller are now equipped to drive more strategic decisions at a faster pace. For example, the tool brings the business decisions to be made into focus. Now Weller's teams are alerted to how information will be used, who is impacted and who should be brought into the study design phase. They can also unearth preconceived ideas at the start and avoid surprises at

Business needs-focused objectives	Research needs-focused objectives
• Current situation	• Related information/prior learnings
• Business objective	• Research/analytics objective
• Business decisions to be made	• Research/analytics decision criteria
• Business units impacted	• Out of scope
• Hypotheses and expectations	• Impact on decision

the reporting phase that could potentially render the findings unusable. Better preparation for the back end of the project now begins during the design phase.

"These conversations result in alignment among different stakeholders and the team has a clear picture of the problem to be solved. Best of all, these dialogues are happening before any decisions are made on methodology, timing or target audience," Weller says.

The process also includes a discussion around research decision criteria. This was new to J.J. Keller. Now the team and their business partners define the standards or criteria that will be used to make the decision. They work as a team to determine the correct question set and metrics beforehand so that everyone is comfortable moving forward once the project is complete. As examples, these standards could be top-three rankings or minimum percent preference/dominance of attitude within a series of interviews. As everyone has discovered, agreeing to these criteria ahead of time avoids conflict at the end of the study. Better strategic alignment upfront can lead to these types of statements from your team.

Four perspectives on using a decision-making framework

Junior analyst. "Because I know the business objectives and decisions to be made, I have a clearer view of what I need to pull out as I summarize results and make recommendations." This team member now walks into meetings with confidence and sees the impact their work is making on company decisions.

Senior researcher. "These questions are causing the client to think more deeply and strategically around what we are looking to accomplish." This team member is realizing that a bit more time upfront is saving time when it comes to report-writing. Back-and-forth with clients over the results is virtually eliminated.

Insights director. "I don't have to attend every kickoff meeting, review every scope document or even worry that reports won't be viewed as

actionable or strategic or insightful." Finally, management can focus on areas like design thinking, innovation and strategic planning. With an insights-briefing tool in place the team is empowered to follow an effective, consistent process.

Business partner. "This opens my eyes in terms of what types of decisions are appropriate to be researched, those that are not and those that may require other techniques like observational studies or secondary research." Now business partners have a better understanding of the importance of upfront work and appreciate the time that was taken to have sometimes difficult conversations.

Resistance to change

As with any new management process, there is always some resistance to change. In J.J. Keller's case, researchers were fearful about asking more questions and business partners were worried about spending too much time during the scoping phase.

Based on their experience, Weller offers important strategies for implementing an improved, more consultative process:

• Be prepared to communicate the what and the why of the process change with the focus on the improved alignment to be achieved.

Have answers ready to the inevitable questions about the differences between the previous and new approach. Obviously, you won't have all the answers and it's okay to acknowledge there is some degree of uncertainty about the unknown and that everyone will be learning along the way.

• Ask tough questions and dig to understand. Discussion, even if it is disagreement, is valuable.
• Make sure you have both the right people and the right number of people to empower productive discussion.
• Kickoff meetings are a great time to have these conversations.
• Open moments present another opportunity to have unguarded, honest and open conversations.

Tough conversations

Having tough conversations is hard. But if you want to deliver solid, actionable insights from research it must be done. Using a structured approach to the process, one that involves all of the stakeholders, can help avoid the second-guessing that often dooms even well-intentioned projects and instead pave the way for good, meaningful research that makes a business impact. ⓠ

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Small business, big opportunity

Tips for effective B2(SM)B research

| By Bonnie Chiurazzi
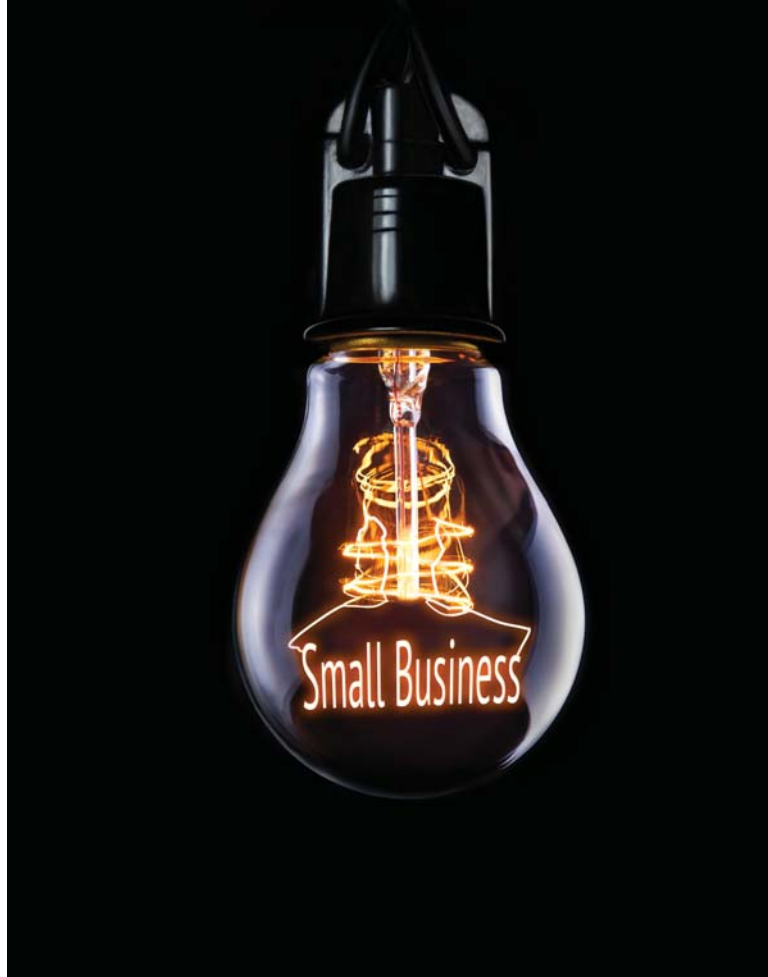
snapshot

Bonnie Chiurazzi looks at some useful, lower-cost techniques for conducting research with small and medium businesses.

In recent years, more and more companies have become interested in conducting research with small and medium businesses (SMBs), those with between one and 500 employees. The good news is, there are millions of them. In fact, over 99 percent of businesses in the U.S. are considered SMBs. But while that can make it easier to recruit them for marketing research, their incidence rate in research panels is still low and they can be trickier to research compared to large businesses (with over 500 employees) because their business structures and offerings are more varied.

Even though researchers tend to lump SMBs into one category, they are quite diverse. Businesses at different stages of development have different needs, priorities and budgets. For that reason, it is important to include a variety of respondents that represent the entire spectrum of businesses within the SMB research target. The size of the business, in terms of both employees and revenue, plays an important role in how researchers approach targeting the right respondents within the business.

Technically, the research methodologies typically used on B2C studies are also effective on SMB respondents; however, due to the low incidence rate of SMB respondents, they can be much costlier. The cost-per-complete is anywhere from five to 10 times greater than that of a typical consumer study. Even though a large quantitative study may be logistically feasible, it may not make sense to spend that much. The following research designs and tips are cost-effective ways to obtain the necessary insights without overspending.

Here are some general tips for B2(SM)B research design:

• While designing research that targets SMBs, keep in mind that a business is not akin to a consumer. A consumer is one person, with one mind. A business usually involves a group of people who must come to a consensus to make decisions. But researchers can only ask for one SMB professional's vantage point at a time and they may not know every detail about the business for which they work. Decide which details are most important

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to achieve the research objectives and make sure to talk to the person who is intimately familiar with those details.

- Be mindful of SMB professionals' busy schedule. It may be much easier for them to participate during nights or weekends rather than typical business hours. Similarly, they may do better with activities that can happen on their schedule, like journals or surveys, rather than a scheduled in-person interview.
- If the research team is designing a SMB study for a brand for the first time, consider conducting a short series of five-to-10 in-depth interviews over the phone or online. Use these interviews to discuss how a variety of SMB professionals within the brand's target view the category. It will help the researcher team develop the right vocabulary for the study as well as determine which topics of discussion will yield the greatest insights for the primary research objectives.
- Make sure to target the correct B2B stakeholder. Many times, researchers go after the decision maker. However, the decision maker may not be the end user or someone who even understands that category especially well. Design a screener to target the person who has the most influence and knowledge on the subject rather than the person who has the final say.
- Plan for a longer field time. On average it takes about twice as long to field a study targeting SMB professionals.
- To ensure the best quality of respondents, include an articulation screener that is designed to gauge their knowledge of the category at hand. Do this for both qualitative and quantitative studies in addition to your regular as a backup measure to make sure each respondent is credible. It is time-consuming to read through the articulation screener for each survey respondent but it is well worth the effort. The number of fraudulent respondents increases with extremely low-incidence samples. Open-end articulation screeners are the best way to capture the fraudulent respondents

that the survey platform is unable to weed out.

Digital in-depth interviews

SMB professionals tend to be very passionate about their work. This makes them excellent research participants. They are so enthusiastic and knowledgeable that it usually makes more sense to conduct digital in-depth interviews (IDIs) rather than focus groups. The in-depth interview gives respondents more time to dive into details and explain their unique experience within the SMB whereas focus groups are a bit higher-level.

Another benefit to digital IDIs is they are easier (and therefore less expensive) to schedule because the respondent can attend the interview from their preferred location as long as they have a mobile device and a Wi-Fi connection. Busy professionals often don't have time to drive to a physical meeting spot but they can usually find a window in their schedule to log on to a meeting for an hour. Additionally, digital recruits allow researchers to access business respondents from a much wider geographical target rather than being forced to concentrate on a handful of cities.

This methodology works very well for customer journey studies, UX tests and ethnographic deep-dives as well as product and concept reviews. That said, researchers can use an in-depth interview to cover just about any topic they like. However, unless the research team conducts at least 50 interviews, do not expect to be able to extrapolate the qualitative findings to the greater market.

Some tips for digital IDIs:

- Demonstrate knowledge of the SMB professionals' category throughout the recruiting and interviewing process so they are more likely to take you seriously. Carefully research screener questions and run them by someone who is familiar with the industry first. Use a moderator with experience in the category to establish trust and build rapport.
- Recruit from a national level rather than relying on a single city or DMA. Take advantage of the national recruit by using recruiters with strong national lists rather than

local recruiters with only a handful of locations.
- Be very flexible in scheduling interviews. These professionals are extremely busy so you may even want to offer time slots during nights and weekends.
- Develop a flexible discussion guide that is appropriate for SMB professionals from any industry or role that may qualify for the study. Allow respondents to spend more time on topics where they have the most knowledge with the understanding that they may be less helpful in other areas of discussion.

Key-driver analysis

Another approach to use is a key driver analysis, which uses a multiple linear regression to uncover the relationships between potential drivers and the desired customer behavior. Most frequently, the customer behavior will be their likelihood to recommend a product or service and the potential drivers will be attributes that describe the product or service in question. The benefit of this analysis is that it measures the relationship between drivers and the behavior rather than simply asking the customer what is important to them.

Typically, we see customers respond in a hyper-rational fashion where they say they choose products or services based on their needs and the best price. However, a key driver analysis will often uncover the true attributes that lead to recommendations, purchase or satisfaction. Not only is it useful, it can be run with a sample size as small as n=250 (depending on the variance of the sample). This is good news for researchers targeting extremely low-incidence respondents like SMB professionals because they may not be able to achieve a large sample.

This analysis works especially well for prioritizing features and attributes of a product or service in a competitive category. If a brand is designing a new software package, for example, a key driver analysis is a great way to determine where the brand should focus its energy and attention. The metrics required to run the key driver analysis require satisfaction and brand rating questions. That means

competitive analysis and key drivers go hand-in-hand and fit very well into an attitudes and usage study.

The setup for key driver analysis is simple. If the research team is already planning to field an online survey among SMB professionals, they will need to set up a brand rating section where respondents rate brands with which they are familiar or currently use (depending on the research objectives). Make sure the attributes in the ratings battery are relevant and exhaustive and include areas where there is potential for the brand to take action. Then include a question that asks the respondent's likelihood to recommend, purchase or be satisfied with the product or service they are rating. More often than not, this input will be the typical Net Promoter Score question where the respondent is asked how likely they would be to recommend the product or service to a friend, family member or colleague on a scale of zero (not at all likely) to 10 (extremely likely).

Some tips for key driver analysis:

- Consult with a statistician. Draft the inputs for the key drivers and have the statistician review them beforehand so they can advise on any necessary changes before the survey is fielded.
- When including a rating section, limit the number of brands or products rated to two. If a respondent is familiar with all the brands listed, they could be looped in for so long that they lose interest and drop out of the survey. SMB respondents are a precious resource, so every effort should be made to keep them engaged in the survey.
- The key driver analysis is most effective when the inputs are distinct. One way to ensure the inputs are as distinct as possible is to first run a factor analysis of all the attributes. Then input the resulting factors into the key driver analysis to better understand how the factors relate to the outcome as key themes, rather than each individual attribute.

Online activity groups

An online activity group is a platform through which respondents interact with prompts and activities through-

out the duration of the group (usually a week). Activity groups can be set up to allow respondents to interact with each other for some activities, while other activities can be private between the respondent and the moderator. It is even possible to give stakeholders access so they can interact with respondents.

When targeting a low-incidence subset of SMB professionals, this is a great option. A week-long online activity group allows the SMB professionals to participate on their time, making it much easier for them to squeeze the research project into their busy schedule. Additionally, the online activity group offers a wide array of research activities There are journals, discussion boards, image uploads, video uploads, short surveys, image mapping, concept reviews and more. This type of methodology works well when the objectives include a better understanding the daily flow of SMBs, category overviews, product reviews, concept reviews or brand affinities.

Some tips for online activity groups:

- Allow plenty of time for recruiting and utilize a national recruit if possible.
- If the topics are a little dry, consider adding engagement activities such as an industry-specific discussion board with other professionals in their field to keep respondents excited and engaged.
- Encourage stakeholders to block off time in their schedule to participate in the activity group. This will help them gain a valuable perspective on their customers as well as keep the respondents more engaged in the research.

Integrated B2(SM)B workshops

An integrated workshop includes five-to-10 SMB professionals who best represent the brand's target, the research team and the brand's internal stakeholders. Together, this group can set aside a day to tackle the most important research objectives. Having the respondents integrated in the workshop allows stakeholders to get to know them and better understand what drives their decision-making behavior. It also presents a unique opportunity to engage in an iterative

concept test where respondent feedback can be integrated on the spot.

The key to hosting a successful integrated SMB workshop is finding SMB respondents who are highly knowledgeable in the core areas of discussion and having a well-planned agenda. This means having clear goals and planning activities and discussion that will directly address those goals. An example of an activity could be breaking into small teams where each team works with one SMB professional. The stakeholders would then have to design a product or service that specifically meets the needs of the SMB professional in their group. Then the groups can come back together and discuss what changes they made and why it best suited their specific SMB professional. This is a great way to generate concepts and improvements to develop and test down the road.

Some tips for integrated B2(SM)B workshops:

- To find the best SMB professionals, pick the respondents who were most helpful and cooperative in a previous study. For example, if the research team kicked off the project with a set of 15 IDIs, they could pick the best five respondents and invite them to the workshop.
- Plan the workshop far in advance so the SMB professionals can work it into their schedules.
- Pay an incentive that makes it worth their while to show up.
- Send the itinerary to all participants ahead of time and give them a short homework assignment to get them thinking about the core objectives. Yes, this includes the stakeholders as well.

Creative solutions

Researching SMBs can be difficult but there are lots of creative solutions that will help get it done without overspending. Hopefully this article helped spark some new ideas that will spur your research team to plan innovative and insightful research among SMB professionals. ⦿

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A lot going on below the surface

Taking emotions seriously in B2B research

| By Peter T. Bürgi

snapshot

Citing recent case studies, the author argues for more research into the role of emotion on business purchase decisions.

We often hear from clients that B2B customers live in a "rational" world and make decisions in a less emotional way than retail consumers. But is that really true? What if emotions are actually at the heart of B2B decision-making too? In this article, we argue that B2B decision makers are highly emotional and that identifying their emotional drivers will lead to insights that businesses can use to drive growth strategies.

Common wisdom is that decision-making is a rational process, a weighing of facts or inputs, and that emotions somehow hamper or obstruct this rational process. The truth is just the reverse: decision-making is an intrinsically emotional process. The human emotional system evolved as a mechanism for quickly assessing a situation or environment (for instance, fear leads to avoidance of or retreat from a situation), so emotions are deeply linked to behavior. The neuroscientist Antonio Damasio has shown that the people who have experienced damage to the parts of their brains most deeply associated with emotions, but whose reasoning skills and other brain functions were otherwise unimpaired, either cannot make decisions or make very poor ones. These findings led Damasio to conclude that emotions are not what cloud decision-making but rather what enable decision-making.

Underlying emotions

Our approach to B2B market research has sought to uncover the underlying emotions that drive decision makers' major purchasing decisions and we have found that identifying rational responses alone would have been a mistake.

For example, a major manufacturer of industrial electrical testing and measurement equipment wanted to learn about purchasing behavior of its equipment in the oil and gas industry, so we conducted a series of interviews. The manufacturer wanted to know who made the purchasing decisions and which features and functions of the testing

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6 ways to build a modern survey

1 Design for MOBILE *first* and the rest [of the devices] will follow

Why it matters? In today's modern world, PC sales are declining, landline telephones are being disconnected and users "can't live" without their mobile phones.

Try this: Utilize scripting tools that respond to every device type and screen size.

2 Keep it SIMPLE

Why it matters? Our attention span is getting shorter as distractions are getting higher in today's overstimulated, modern world. Asking a respondent to process overly worded questions and long attribute lists is detrimental to their experience and the overall quality of the dataset.

Try this: Write how you read, use simple language.

3 Use today's 'Big Data' surplus *to your advantage*

Why it matters? Respondents tire from answering the same questions about themselves. You can capture a holistic view of your consumer without asking direct questions.

Try this: Append demographic, behavioral or social data to your sample to cut back on overall survey length and enhance user experience. Take advantage of data that has already been collected or connected.

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4

Improve your Respondent **REACH**

Why it matters? The modern consumer, essential for a representative audience, won't be found on PCs alone.

Try this: Use geo location, app access and cookies/mobile ad IDs to your advantage. Not only does it improve your data set, but it enhances the respondent experience and perspective.

5 **Challenge** respondents to *think*

Why it matters? Mundane questions lead to a disengaged audience. Encouraging respondents to personalize responses will yield more thoughtful data.

Try this: Emotionalize, empower, request critiques, and urge respondents to fantasize. Take it from "what would you want to wear?" to "what would you wear on a first date?"

6 *DoItYourself* or take advantage of **automated sampling**

Why it matters? Automation means time and time is money.

Try this: Being able to pull and send sample or dictate quotas at the exact moment you're ready means less reliance on human interaction is required. Partnering with companies that recognize this will set you up for survey success in today's modern world.

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and measurement equipment were most desired by users.

The research showed, surprisingly, that it was typically the equipment users who selected and purchased the instruments themselves – remarkable for industries well-known to have highly centralized purchasing functions. Even more surprising were the emotions respondents attached to their purchasing decisions.

"If I'm going to put my life on the line every time I touch a piece of electrical equipment, and either fry myself or ignite the ambient gas fumes with a spark, I'm gonna be damned sure I buy the brand of equipment that is reliable enough for me."

"When you're wearing one of those multimeters, with that bright color on it, that color tells everyone that you're a professional and you know what you're doing."

Their responses show the deep feelings of professional pride and dignity that they attached to this brand. As a result of identifying the emotional dimensions of this B2B purchasing situation, the manufacturer had two options for action in its marketing campaign: 1) it could focus the campaign more intensively on users rather than purchasing officers (by leveraging chat communities, word of mouth at conferences and trade shows, etc.); and 2) it could refocus the advertising campaign content away from features and functions and toward the emotional "badge" effects of owning its equipment. It developed a marketing campaign that helped it penetrate its target industry further.

We also conducted research for a very large specialized bank that subsidizes mortgage liquidity among its membership, which consists of various financial institutions (banks, credit unions, insurance companies). The sponsor bank wanted to know how it could strengthen engagement with its member organizations. The research identified some minor changes it could make to its offerings but it also revealed that many of the member banks trusted the sponsor bank to an extraordinary degree, with such an uncommon depth of loyalty and emotional connection that product

changes were not actually necessary. Our analysis found that particularly small banks and credit unions used significantly more friendship-related verbiage than would be expected by chance. The CEO of one small bank said: "They are a huge partner, very important part of our success … We would be lost without [Sponsor Bank], honestly." These findings were very useful to the bank: knowing that it had this deep reserve of trust and relationship allowed it to strategically dedicate significantly more resources than had previously been the case to tightening its engagement with members through high levels of personalized service and relationships.

Let's look at a third case study. We also helped a very large and iconic IT company understand how its business strategy was being received by the market – was it understandable, relevant and credible? – and determine what the key segments of the markets were in terms of needs and perceptions. In the interviews we conducted with directors and VPs, many respondents claimed it would be "risky" to use the iconic company as a primary vendor. When we probed about risk, respondents said they wanted predictability and clarity. Many admitted they did not understand the icon's business strategy or fundamental offering clearly enough to choose it confidently as a primary vendor. It was, ultimately, anxiety and fear of uncertainty which prevented respondents from engaging with this widely known older company. The challenge the company faced, we concluded, was not just to redouble communication about what its strategy was and what it offered but more fundamentally to restore the marketplace's confidence and allay its fears.

Emotional dispositions

So, identifying the emotions that drive customer behavior is often an important part of B2B marketing research projects that address specific commercial challenges. But what about research projects with broader goals, like developing segments? When segments are described in

terms of personas, these descriptions capture not just the demographic or psychographic attributes of different groups but their emotional dispositions as well. Recent work we did for a large and globally known brand that manufactures specialized electronic equipment illustrates this latter point. The client was interested in identifying specific segments or personas among existing and potential electrical engineer customers younger than 35 years old, with the goal of getting to know the core "customer of the future" better.

We conducted ethnographic, at-the-workplace interviews with 17 electrical engineers from five different companies that each purchase large amounts of our client's branded electrical equipment. In addition to the intensive, face-to-face interviews, we toured the workplace in each instance, asking further questions about equipment, tasks, concerns, preferences, etc. The rich body of data from this fieldwork helped us define three personas among the younger demographic. One of the segments defined was that of a middle-of-the-road, play-it-safe individual. This is the sort of person who prefers not to stand out and who values conventional and predictable technology. When it comes to purchasing products, they often rely heavily on crowdsourced ratings and well-known brands, believing that the most popular choice is the safest choice. The most important emotion typical of this segment when it comes to technology is anxiety – the fear of making the wrong decision, following the wrong process, making the wrong purchase. These individuals crave security, which they often find in following the herd. This segment might best be summed up as the person who says to themselves: "No one ever got fired for buying IBM."

The emotions described in this segment provide the client with two things. First, richness and depth that makes the segment less like a grouping of attributes and more like real human beings. Second, insight that can drive commercial success for its products and services with the

"customer of the future."

So, what can a client that manufactures electrical equipment for this segment do with the information about the segment? Highly innovative and unusual product design is unlikely to resonate well with these buyers. Instead, the potential leverage with this segment lies in how the product could be marketed. A marketing program, for example, that focuses on allaying anxiety of the purchase would be effective – emphasizing the reputation of the client's brand, how widespread the client's equipment is in the market and stressing the positive ratings provided by large groups of users. These are the sort of messages that are likely to be sought by the play-it-safe segment – and likely to resonate well with them.

A better predictor

It's important to help clients see the importance of emotions in all human behavior – even seemingly emotion-free B2B. It may involve having to talk through things like the basic findings of neuroscience showing that emotions enable decision-making or talking about the findings of behavioral economics showing that immediate emotions and expected emotions profoundly affect the supposedly rational pursuit of economic utility. Perhaps most important of all, market researchers should be trained to recognize and analyze emotional data because emotional data is a better predictor of behavior than just rational verbal data.

Research continues to bring us closer to a full answer to the question of how exactly emotions affect purchasing. Recently we designed and fielded two large surveys of 17 major consumer brands designed to shed light on the emotions consumers associated with them and identify which emotions most drive purchasing. The data focused on the current and expected feelings consumers have when thinking about and using brands as well as how feelings about oneself influence buying. Statistical analysis of the data produced a model of emotion dynamics that attempts to explain how and when emotions influence purchasing, what emotions

matter and how they result in purchasing and loyalty. This model aims to identify the few key emotional drivers that trigger decision making. A study such as this is difficult to field and demanding to analyze but it builds on years of theory development by psychologists and robust concepts about consumer behavior and emotions.

When it comes to the B2B part of the marketplace, however, there is still much work to do – models of

emotion and decision-making need to be developed and discussed, studies need to be designed to shed light on specific elements of behavior and relevant data need to be gathered and analyzed. But underlying all that work is the foundational truth that a B2B purchase decision can be as emotional as any consumer one is. ⓞ

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Show your work

Will your taste test substantiate your advertising claims?

| By Dominique Romanowski

snapshot

A look at the basics of using research to bolster claims in advertising about your brand.

Are you considering making advertising claims that consumers think your brand is superior versus the competition? If so, you are likely aware that the Federal Trade Commission Act requires that advertisers have a reasonable basis for their claims prior to introducing the claims to the marketplace.[1] This means that you must have research to substantiate the claim and it must be completed before running the advertising.

Perhaps you have already done some consumer testing that indicates your brand is preferred. You may be wondering if your existing testing could substantiate a claim and withstand a potential challenge from a competitor. Or perhaps you plan to conduct a new study but are not familiar with the requirements of research designed for claim substantiation.

Superiority claims, such as "Brand X is preferred to Brand Y" or "Brand X tastes better than Brand Y," may be challenged by a competitor. In that case, the advertiser will likely rely on the research to help defend the claim before one of the regulatory bodies responsible for resolving disputes about deceptive advertising, such as a federal court or the National Advertising Division (NAD) of the Better Business Bureau.

These venues hold research for claim substantiation to specific standards that may be different than standards typically followed in research conducted for other purposes, such as during the development of a new product or improved formula. If you are considering making superiority claims about your product, such as a food or beverage brand, here are four things to keep in mind about tests for advertising claim substantiation.

1. Claim substantiation research should survey only those respondents relevant to the claim.

Consider the claim you want to make. Does the claim refer to a specific brand, the

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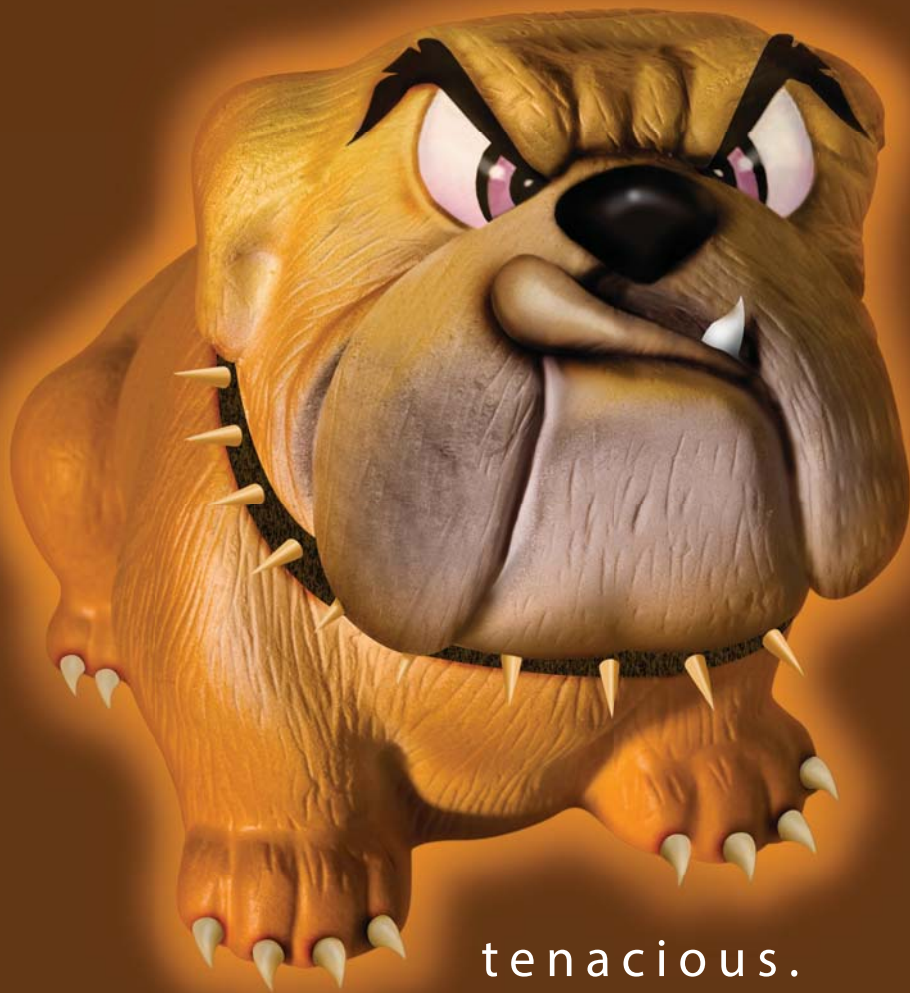
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category as a whole or to a specific type of consumer? The claim will define the correct population for your survey.

For example, if the claim is about how consumers of Brand A prefer Brand B, then the survey should include only consumers of Brand A. If the claim is about how consumers of auto insurance think one brand is easier to buy than another, then the survey should include consumers of auto insurance involved in the buying process in their household.

Including the correct universe is important as claim substantiation surveys can be criticized for including respondents who don't represent the relevant population (i.e., over-inclusive) or for only including respondents who represent certain segments of the relevant population (i.e., under-inclusive).[2] For example, there have been challenges regarding pasta sauce claims and cereal claims where the NAD considered the survey universe when making its ruling.[3] If you are thinking of using an existing taste test to substantiate a claim, be sure the population included in the survey is relevant to the claim.

Additional factors to consider when determining the right population to survey, include:

The relevant product category. Respondents included in the survey must participate in the relevant product category. For example, for a claim about a brand of yogurt, consider if the survey should include consumers of yogurt in general, of Greek-style yogurt or of a specific brand.

The relevant time frame. Survey participants should participate in the category in a relevant time frame but that time frame may depend on the category. Consumption or purchase frequency can vary across categories. Usage or purchase frequency data, if available, can help identify the appropriate time frame. For example, consider two different surveys, one about refrigerated fresh pasta and one about breakfast cereal. Suppose consumers typically eat refrigerated fresh pasta once every four weeks, whereas consumers of breakfast cereal typically eat cereal three to four times a week.

The survey about fresh pasta may require respondents to have eaten a certain amount in the past two to three months. In contrast, the survey about breakfast cereal may require respondents to have eaten a certain amount in the past three to four weeks.

The demographics of the relevant population. Claims research for a national brand should be conducted in all census regions, in multiple locations in each region. The demographics of respondents should reflect the demographics of the population relevant to the claim. If available, usage or sales data by region can help identify the appropriate distribution of respondents across regions, age and gender. Depending on the product tested, the demographic profile of the survey respondents could look very different from the overall U.S. population. For example, consumption of some alcohol products may skew male, some candy products may skew younger and consumption of some condiments may have a regional skew.

The relevant product form. Depending on the product tested, claims research may include respondents who consume different forms of the product. For example, carbonated beverages are often sold in both bottles and cans. Ideally, respondents should test the product in the form they typically consume. Sales data can help identify how many interviews should be conducted for each form.

Other important factors. Depending on the product, consider qualifying respondents on additional factors. For example, you may exclude respondents who have food allergies or sensitivities, a cold or allergies or other conditions that might impact taste. If you are testing alcohol, exclude anyone taking medicine or with conditions which limit drinking of alcohol. Anyone with alcohol already in their system before the test should also be excluded.

2. In claim substantiation research, questionnaire design is very important.

There are several factors to consider

when designing a claim substantiation questionnaire, such as:

Questions to include. Keep it simple. Include only questions necessary to substantiate the claim. Questions can have halo effects and bias responses to other questions. For example, if you ask respondents to rate a product on multiple attributes such as appearance, flavor, texture and color, their positive reaction to one attribute can result in more positive ratings on other, even unrelated attributes.[4] In addition, questions not directly relevant to the claim could generate responses that undermine the strength of the claim in the event of a challenge.

Question order. To minimize order bias, start with questions about overall evaluations first, such as overall preference. Ask questions about specific attributes such as taste or texture afterwards.[5] Consider rotating the order of attribute questions to reduce order bias.

Leading questions. Questions should not be worded to suggest that there is a correct or desired outcome. Response options should include both positive and negative wording and the order should be reversed. Half of the respondents should see response options in one order and the other half, the opposite order. In addition, responses need to include an "I don't know" option, where applicable.

3. In claim substantiation, test protocols are important and must be consistent across all test locations.

Sensory claims refer to claims involving products experienced through the senses, such as food and beverages. When designing test protocols and analyzing results for sensory claims, there are several things to consider:

Product to procure. The products procured for the taste test should come from similar points in the distribution chain and should be as similar in freshness as possible. During procurement, the products should be handled and stored in a manner consistent with typical supply chain protocol for the products.

Product preparation. Products should be prepared and served ac-

cording to the instructions on their packaging. Preparation instructions may differ between products in the test, adding executional complexity. Depending on the category, products may need to be served consistent with the consumer's usual consumption method. For example, some spirits are consumed without ice, with ice or with a mixer.

Food and beverages must be served and tasted at the right temperature. This requires clear instructions about refrigeration and/or cooking, how to maintain and verify the temperature when testing and how quickly the product should be served. If the beverage is carbonated, it must be poured in a specific and consistent manner. In the case of alcohol, there are guidelines for how many ounces can be served to each respondent. In addition, cups or plates used should not impact the taste profile of the product and should be the same in all facilities.

Palate cleansing. During the test, respondents should cleanse their palates before tasting the products. Instructions should be clear about when and what respondents should use to cleanse. For example, instructions should specify whether to cleanse with flat, distilled or mineral water, as well as the type of cracker, if any, to use. Respondents in all facilities should be provided the same products to cleanse their palates. The time required between serves should also be specified as this may differ depending on the products being tasted.

Double-blind procedures. Interviewing facilities should execute the research so that the interviewers and other research staff do not know the brands of products being tested or served. This may require separate field instructions for staff with different roles in the research process and extra care regarding the delivery, labeling, preparation, serving and disposal of the products.

Consistent protocol across locations. For a national claim, the test will include multiple locations and it is important to insure testing procedures are the same across all locations. Instructions to interviewers and supervisors must be clear and detailed enough so protocols, including which products are purchased and how they are prepared, can be replicated in each research facility.

4. Consult resources available regarding claims research.

Legal counsel. You likely already work with in-house counsel to review advertising and packaging copy. Your legal team can be a good source of advice about claim substantiation. Sometimes outside counsel is brought in to oversee the claims-research process because of their experience navigating a potential challenge with regulatory bodies like the federal courts or NAD.

ASTM guides. ASTM International[6] is a large worldwide organization that develops voluntary standards across many disciplines. It has published several useful guides for claim substantiation, including guides about sensory claim substantiation,[7] serving protocol for the sensory evaluation of foods and beverages[8] and sensory evaluation of alcoholic beverages.[9] These guides provide detailed guidelines regarding how to design and implement claims research and also specify the survey results required to substantiate a claim.

Testifying research experts. There are survey researchers who are experts in claim substantiation. They are familiar with protocols for claims research and have testifying experience before the courts or NAD. They can design and execute your survey or can act as consultants to your usual research supplier. They will ensure the proper standards are followed. In the case of a challenge, they may be able to testify.

Decisions regarding past challenges. Decisions from past challenges can help clarify the expectations of regulatory bodies and how they may rule in cases. Information about challenges handled by the NAD can be found on its Web site.[10] When challenges are handled through the courts, information about past cases can be obtained through Lexis Nexis.[11]

Specific standards

Taste test research to substantiate potential advertising claims should be conducted, as much as possible, according to specific standards that may differ from traditional research. Keep in mind the tips above when designing your claims research or when evaluating whether existing research can substantiate the claim you want to make. ⓞ

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FOOTNOTES
[1] https://www.ftc.gov/public-statements/1983/03/ftc-policy-statement-regarding-advertising-substantiation

[2] Barber, William G. "The universe." *Trademark and Deceptive Advertising Surveys Law, Science, and Design*. Ed. Shari Seidman Diamond and Jerre B. Swann. American Bar Association, 2012, pp. 27–28.

[3] http://www.asrcreviews.org/nad-finds-mizkan-can-support-consumer-preference-claim-consumers-prefer-the-taste-of-ragu-homestyle-traditional-over-prego-traditional/ and http://www.asrcreviews.org/nad-recommends-mom-brands-discontinue-taste-test-claims-challenged-by-post-advertiser-to-appeal/

[4] Lawless, Harry T., and Hildegarde Heymann. Sensory Evaluation of Food Principles and Practices. Second ed., Springer New York Dordrecht Heidelberg London, 2010, p. 366.

[5] Lawless, Harry T., and Hildegarde Heymann. Sensory Evaluation of Food Principles and Practices. Second ed., Springer New York Dordrecht Heidelberg London, 2010, p. 363.

[6] https://www.astm.org

[7] ASTM E1958-16a, Standard Guide for Sensory Claim Substantiation, ASTM International, West Conshohocken, Pa., 2016, www.astm.org/Standards/E1958.htm.

[8] ASTM E1871-17, Standard Guide for Serving Protocol for Sensory Evaluation of Foods and Beverages, ASTM International, West Conshohocken, Pa., 2017, www.astm.org/Standards/E1871.htm.

[9] ASTM E1879-17, Standard Guide for Sensory Evaluation of Beverages Containing Alcohol, ASTM International, West Conshohocken, Pa., 2017, www.astm.org/Standards/E1879.htm.

[10] bbbprograms.org/programs/nad/

[11] https://www.lexisnexis.com/en-us/gateway.page

31 TOP QUALITATIVE RESEARCH COMPANIES

Quantitative and qualitative research are both necessary in the research industry and each brings its own advantages. If you're looking to gain targeted, in-depth insight from consumers, qualitative research may be the route you choose to take.

Qualitative research providers can offer many different but effective ways to gather the insights needed for your next research project. Whether you are gaining consumer insight for your product or service, gaining insight on certain consumer behavior or developing strategies to grow your business, these companies can provide all of the necessary channels to reach relevant audiences for in-depth feedback, including focus groups, interviews, ethnographies and many others. Whatever methods are used, these companies can help you reach the right consumers to ensure you have access to a representative audience for your research. No matter the field of research you specialize in, these companies can provide you with everything you need to conduct qualitative research for your project.

quirks.com/articles/2018/20181133.aspx
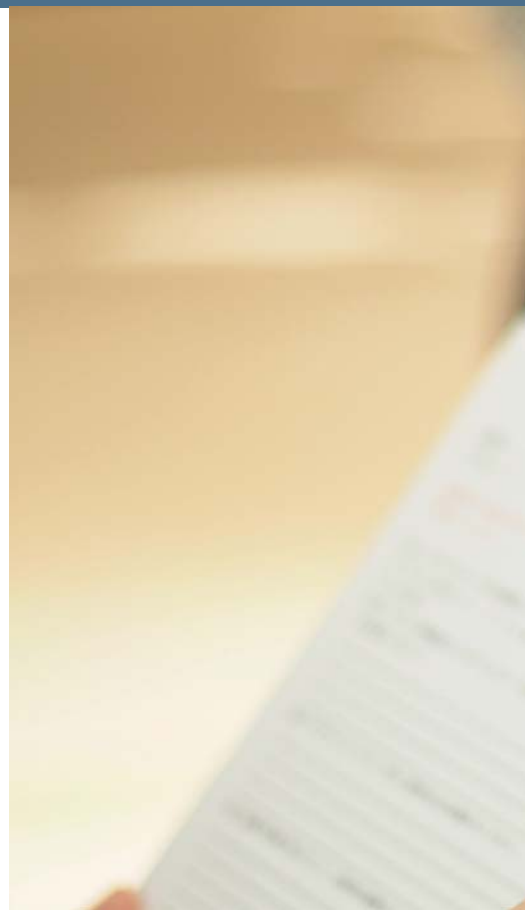
20|20

Research, Uncomplicated.

20|20 Research

Founded 1986 | 157 employees
Jim Bryson, CEO

20|20 is the leading expert and innovator in qualitative market research. With 30+ years of experience, the company has developed methods and tools used worldwide for qualitative and hybrid research studies. 20|20 simplifies the connection between researchers and consumers with its unique combination of proprietary technology, skilled recruiting and client-focused services. The company's easy, optimized solu-

tions deliver the right insights at the right time, allowing decision makers to move forward and drive growth with confidence. The company is headquartered in Nashville, Tenn., with offices in Denver and Chicago, as well as top-rated qualitative facilities in Nashville, Charlotte, N.C., and Miami.

Phone 800-737-2020
www.2020research.com

Acorn Marketing & Research Consultants

Founded 1985 | 390 employees
Cheah Kim Leah and Kwan Chong Wah, Founders and CEOs

Acorn is an independent Asian marketing research chain in 11 countries. Over the last 33 years, Acorn has been known to conduct very incisive and insightful research that is immediately actionable for international and local companies. We excel with well-trained multilingual moderators with at least 10 years of moderating experience across different product categories. Our passion translates into the soft skill of listening with deep cultural sensitivity. All our moderators are cultural natives who understand the nuances of local psyche, dreams, hopes, behavior, needs, expectations and brand value articulations. We take recruitment responsibly as the pillar of good research. No detail is spared to ensure the best quality findings.

Phone +65-67336565 (Singapore),
+852-28815250 (Hong Kong)
www.acornasia.com

Blueberry Marketing and Sensory Research

Founded 2001 | 30 employees
Kristen Robeson, Director

A full-service market research consultancy, Blueberry combines expertise in marketing research, product research and sensory science. We excel at exploring the consumer usage experience across the product's sensory elements to understand the emotional connections that reveal aspirations and true motivators for product purchases. Through our proprietary LinkLabs® and Consumer Experience Landscape®, we bring consumers into the product development process in an actionable way and deliver clear guidance in building aligned, winning products. We work across the product innovation pipeline to understand your market, guide strategy, develop superior products and create engaging customer experiences. Let's talk about your innovation landscape.

Phone 267-954-0447
www.blue-berry.com

Campbell-Communications Inc.

Founded 1989 | 3 employees
Ron Campbell, President and CEO

Our goal is to provide responsible research to our partners. To deliver relevant solutions, we customize methodologies with unique opportunities to learn. These effective programs lead to sound strategies that inform decision-making. Among the tools used to generate learning and insights for decision-making are: focus groups; individual interviews; ethnographies; and blends of qualitative and quantitative methodologies. Campbell-Communications delivers very useful outcomes to any research mounted to specific objectives. Our experience covers a wide range to include: early efforts to discern concerns and opportunities; identify and define brand fans and detractors along with concept and message evaluation.

Phone 917-783-1501
www.campbell-communications.com

Civicom Marketing Research Services

Founded 2000 | 500+ employees worldwide
Annie McDannald, Global Manager

Your Project Success is Our Number One Priority.

inquire@civi.com

Civicom is the global leader in facilitating Web-enabled in-depth interviews and focus groups worldwide. We provide asynchronous research capabilities through our online bulletin board platform solution and enable rich, in-the-moment insights through our mobile insights app. We provide mobile usability testing, respondent recruitment, translation and transcription services and an intuitive online platform for video and audio content curation and management. Clients know us for our dedication to service quality and our motto: "Your Project Success is Our Number One Priority."

Phone 203-413-2423
www.civicommrs.com

C+R Research

Founded 1959 | 125 employees
Robbin Jaklin, CEO

C+R Research, a full-service marketing insights agency, has been helping brands grow for almost 60 years. Known for designing innovative custom research methodologies and high-quality analytical insights, we offer an array of customizable techniques for research in the U.S. and globally, including agile solutions that enable flexible and affordable quick-turn qualitative and quantitative research as well as in-depth strategic and innovation work. Our moderators leverage a variety of in-person and digital approaches, from focus groups, shop-alongs and in-home ethnographies, to mobile journals, Webcam interviews and short- and long-term communities. We are recognized for our expertise in the youth and family and multicultural consumer segments.

Phone 312-828-9200
crresearch.com

Customer Lifecycle LLC

Founded 2008 | 16 employees
Karin A Ferenz, CEO

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

Phone 630-412-8989
www.customerlifecycle.us

The Dieringer Research Group Inc. (The DRG)

Founded 1974 | 73 employees
Lanie Johnson, President/CEO

Turning Intelligence into Opportunity

Through both qualitative and quantitative research, we help clients learn from customers and swiftly leverage that knowledge to elevate their brand. The core value of qualitative research is the ability to better understand the rationale motivating customer behavior. This insight makes qualitative an exceptional tool for a wide range of research needs, including new product ideation, concept evaluation, brand positioning, customer experience and communication checks. In addition, qualitative helps paint a more complete picture when used in conjunction with quantitative. Whether used before to inform or after to clarify, qualitative research is an essential component to fully understand customers' stories. Our clients rely on us to translate these stories into knowledge they can use to create better products, better services and more meaningful brand relationships.

Phone 888-432-5220
thedrg.com

Digsite

Founded 2014 | 10 employees
Monika Wingate, CEO

Digsite is the leading agile qualitative research platform. Consumer-centric brands and agencies use Digsite to build qualitative insight communities in as little as one day, with presentation-ready results in just 24 hours. Digsite helps teams find and recruit highly-engaged participants. Our blend of moderated and unmoderated activities makes it easy to capture their real-world experiences, ask "why" questions and follow up to optimize and iterate as you learn. Let Digsite help you make the switch from in-person research to agile qualitative to speed up your customer/user experience research, brand and advertising testing and new product or service development.

Phone 844-344-7483
www.digsite.com

Focus Latino

Founded 1996 | 6 employees
Partners Beatriz Noriega and Guy Antonioli

Originally specializing in Hispanic qualitative research, evolved to include multicultural. Methodologies: focus groups; triads; dyads; IDIs; ethnographies; as well as quant-qual w/dialers and mall or on-the-street intercepts. Also conduct in-depth telephone interviews with high-income individuals, executives and patients. Categories with most experience: automotive; beer and spirits; fast food; financial services; health care; household cleaning; insurance; packaged and frozen foods; personal care; and retail. Beatriz, a psychologist, and Guy, a marketing, advertising and research professional, each have 40+ years of experience. Combined expertise and option of female or male moderator enable us to better uncover insights and provide actionable recommendations. Quality guaranteed because partners personally execute every project from beginning to end.

Phone 512-306-7393 (office),
512-657-5129 (mobile)
www.focuslatino.com

Focus Pointe Global

Founded 1988 | 480 employees
Laura Livers, CEO

FPG provides high-quality marketing research data collection services by leveraging new techniques and technologies to make market insights more accessible, accurate and affordable. Whether it is quick-turn insights or more in-depth research, FPG seamlessly incorporates accepted methodologies with digital solutions. FPG's 1.6 million opt-in member panel, built for qualitative research, provides the articulate, engaged and committed participants required for any qualitative (online or in-person) or quantitative study. FPG owns and operates 20 premier focus group facilities in major U.S. markets. Over a 30-year history, FPG has been committed to providing its clients unrivaled research solutions with professional integrity and the highest level of service quality.

Phone 888-873-6287
www.focuspointeglobal.com

FUEL

Founded 2012 | 27 employees
Tiffany Hays, CEO

FUEL is a global qualitative field logistics firm, offering front-to-back fieldwork management. With a worldwide network of heavily-vetted partners and 24/7 support, our consultative and powerful team mobilizes our network of moderators, recruiters, data experts, facilities, translators and anything else you may need. FUEL delivers dependable research that empowers your clients to make decisions with clarity and confidence. The Focus Room, our New York City boutique studio, has been a top Manhattan-based qualitative facility for 30 years. Designed to optimize your research, our studio features state-of-the-art technology, three modern suites, flexible layouts, stylish furnishings and an expert management team.

Phone 212-935-6820
www.fuelyourworld.com
www.focusroom.com

House of Marketing Research

Founded 1976 | 10 employees
Amy Siadak, CEO and Owner

Many companies hope they're reaching their target audiences but don't really know for sure. House of Marketing Research is the one they turn to to find out. HMR is one of LA's premier focus group facilities. HMR's capabilities include in-house recruiting, massive national database, intercept interviewing, national project management and online and offline qual/quant. Our staff of trained moderators (QRCA members) and recruiters with capabilities in English, Spanish, Mandarin, Cantonese, Korean, Vietnamese, Japanese and Tagalog. HMR's proactive researchers offer expertise in a wide variety of segments, including health care, consumer goods, business-to-business and ethnic markets including African-American, Asian and Hispanic. Our LA-based focus group facility is equipped live videostreaming for remote observation and participation, translation equipment, MP3 and MP4.

Phone 626-486-1400
www.hmr-research.com

Ironwood Insights Group

Founded 2017 | 10 employees
Brad Larson, Founder/CEO

Ironwood Insights Group leads the market research industry by offering a seamless combination of all research methodologies into one point of service. Our team provides strategically designed research plans to help our clients achieve their goals. Our qualitative methodologies include traditional focus groups, online focus groups, online bulletin boards and in-depth interviews. We provide research design, internal recruiting, moderating and report writing. In addition, we offer quantitative consultation, questionnaire design, sample sourcing, survey fielding, data analysis and reporting. Our qualitative and quantitative methodologies enhance one another as a combined solution or can be provided as stand-alone services. We are a smaller firm dedicated to providing the best research solutions at reasonable rates. Call or e-mail today for "Insights that provide clarity and drive action."

Phone 215-688-8469
www.ironwoodinsights.com

Issues and Answers Network Inc.

Founded 1988 | 500+ employees
Carla Lindemann, COO

Issues & Answers Network Inc. is an independent global marketing research firm with corporate offices located in Virginia Beach, Va. We are the area's only permanent full-service focus group center. Facility offerings include audio and video recording as well as FocusVision videostreaming. Our premium location in the "heart" of the Hampton Roads area allows our robust database to include representation from different walks of life, including all five branches of the military. Led by COO Carla Lindemann, our qualitative research team includes RIVA-trained moderators, project management, analysts/report writers and transcription services. Although our favorite spot is our own facility, our qualitative research team is ready and able to conduct projects around the globe.

Phone 757-456-1100
www.issans.com

IVY EXEC

Ivy Exec Inc. – B2B Market Research Recruiters!

Founded 2007 | 50 employees
Elena Bajic, CEO

Ivy Exec Inc. is a leading online executive membership community of 1 million+ high-caliber business professionals, C-suite executives, KOLs and other decision makers in various industries. With over 10+ years of executive recruitment experience and business acumen, we function as part of your team and assist with all your B2B respondent recruitment needs by combining technology with "human power" to deliver B2B executives quickly, consistently and cost-effectively. We specialize in recruiting hard-to-reach respondents to participate in market research studies. Contact us today to learn more about how we can assist with your next B2B respondent recruitment needs (e.g., B2B respondent recruitment efforts, project management, screener programming, incentive distribution, etc.) for your next market research B2B respondent recruitment project!

Phone 646-217-0708
www.Ivyexec.com

L&E research

L&E Research

Founded 1984 | 250 employees
Brett Watkins, CEO

At L&E we make connections to create conversations that help our clients make better decisions, allowing us to give back to our communities and grow our connections. Since 1984, L&E has successfully recruited consumers, health care professionals and business professionals for virtually every type of market research project. We believe great conversations are facilitated by a combination of human talent and technology. Discover our top-notch facilities in Charlotte, N.C.; Cincinnati; Columbus, Ohio; Minneapolis; Raleigh, N.C.; St. Louis; and Tampa, Fla. Learn more about our no-risk guarantee and why more than nine out of 10 clients highly recommend us to others!

Phone 877-344-1574
www.leresearch.com

MARKET PROBE INTERNATIONAL

Market Probe International

Founded 1967 | 10 employees
Alan Appelbaum, CEO

Celebrating 50+ years of service to the marketing research industry, Market Probe International is your global partner for reliable market research data, data gathering and analytical services. Our qualitative offerings include both traditional as well as virtual focus groups, in-depth interviews, ethnographies, online bulletin boards, creative workshops and hybrid studies across a wide range of consumer categories – smartphones, electronics, appliances, beauty, luxury, fashion, travel, food, health care/medical and B2B. Based in NYC, we have an established network of top-flight domestic and global research partners around the world, enabling us to provide high-quality global research solutions.

Phone 212-725-7676
www.marketprobeint.com

Murray Hill National

Founded 2013 | 22 employees
Susan Owens, COO

Murray Hill National is your market research service provider. Our expertise is in field management, recruiting, moderator choice, screener design/development and sample solutions. Through various collaborations and partners, we can provide any service or request you have in relation to your marketing research needs! We have U.S. Class A facility options as well as a 40-station call center with the ability to recruit all methodologies, moderator services worldwide and verified sample resources. We excel in our recruiting operations which include consumer, health care and B2B audiences. Call us today!

Phone 972-707-7645
www.murrayhillnational.com

National Field & Focus

Founded 1990
Vinny Stolo, Director of Operations

National Field & Focus has been serving the research facility and field staff needs of the greater Boston area since 1990.

Our management team brings 50+ years of experience in all facets of the opinion research industry. Our services include a total of three focus group suites, customizable to your needs; a tenacious recruiting staff that has a wealth of experience with all types of respondents; and our field staff and executive interviewers available to handle all your research needs. We are also ISO 20252 and women-owned certified. Why spend your day tracking down different facilities and markets when one call to National Field & Focus does it all? We work with you to provide an experience tailored to your needs!

Phone 508-370-7788
www.nff-inc.com

Olson Research Group Inc.

Founded 1995 | 60+ employees
Charles Olson, CEO

Olson Research offers a full spectrum of qualitative and quantitative market research services with deep access to a robust proprietary database of 2.4 million U.S. health care professionals throughout the life sciences sector, including 960,000 active physicians. Precise targeting is available with up to 75 unique profiling fields. We are best known for: access – our unique and thorough reach to all facets of the U.S. health care decision maker population; experience – our team of seasoned PMs having on average 10+ years of industry experience; and approach – our flexible and collaborative approach to project design, fielding and final deliverables.

Phone 267-487-5500
www.olsonresearchgroup.com

Perspective Research Services

Founded 1996 | 50 full-time, 1,200+ part-time
Ivor Stocker, Chairman

Our specialist team recruits for projects from B2B to children/families as well as everything in between. We support all major methodologies for both digital and offline projects. Our close relationships with both clients and suppliers mean that we provide a great quality personal service. We recruit using both client- and non-client-supplied sample, via telephone interview (semi-structured) and phone-to-Web. We also use alternative recruitment methods to find fresh recruits and hard-to-reach respondents. In order to do this, we've partnered with charities and support groups who want to give their service users a voice. Sometimes social media is used in order to reach a higher volume of respondents, especially those who are new to research.

Phone +44 (0) 207 490 5944
perspectivemr.co.uk

Precision Opinion Inc.

Founded 1996 | 923 employees
James T. Medick, CEO

Precision Opinion Inc. is America's Premier Insights Organization with expertise in qualitative and quantitative data collection and analysis. When it comes to qualitative data collection, Precision Opinion Focus+ sets the industry standard for focus groups, dial testing, product testing and food product testing. Precision Opinion Focus+ headquarters are located just 100 yards off of the Las Vegas Strip, located across from the convention center and behind Wynn Resorts. The Focus+ "Vegas style" amenities of state-of-the-art interview rooms, a commercial-grade kitchen, a 48-seat movie theatre and executive client lounges brings clients from all across the country to conduct their research in style. Contact Precision Opinion Focus+ today to give your qualitative data the Vegas-style treatment.

Phone 702-483-4000
precisionopinion.com

Precision Research

Founded 1959 | 40 employees
Scott Adleman, CEO/Moderator

We bring years of experience and insight to your research needs. Our CEO/moderator has experience in many industries. To name a few: automotive, food service, dental, consumer goods, construction equipment/tools, appliances as well as research objectives, product optimization, concept testing, communication, branding and usability research. Working from both the ground up and from the top down provides us with the sensitivity to the value and feasibility of project planning and execution. We are always responsive, open and ready to collaborate with you and your team and bring actionable results to support your decision-making.

Phone 847-257-0827
www.preres.com

Radius + Illumination

Founded 1960 | 120 employees
Chip Lister, Managing Director

Radius Global Market Research and its partner Illumination Research create more customer-centric brands through: research innovation: excellence in data science together with state-of-the-art behavioral solutions to deliver a more meaningful and holistic view of your customers and their purchase journey. Business activation: Our senior team guides implementation of customer insights throughout your organization from product development to sales and marketing. Robust solutions: Our comprehensive suite of services leads to better integration of your various research needs and delivers outcomes that truly impact your business. Our research experience spans more than 60 countries. Learn more:

Phone 212-633-1100
www.radius-global.com
www.illumination-research.com

Ready to Launch Research

Founded 2014
Jenny Karubian, CEO

Ready to Launch Research is a Los Angeles-based boutique firm. Founded by a cultural anthropologist, our research combines cutting-edge digital innovations with the wisdom of anthropological approaches to research. Our hybrid methodologies are grounded in a deep understanding of cultural nuance, empathy and contextual insights. Most of our studies engage a mix of in-person and digital research strategies to capture insights at multiple touchpoints along the consumer journey. Ready to Launch Research works across industries, with a focus on travel, beauty, CPG, pharmaceutical and nonprofit organizations. Research methods include ethnography, focus groups, IDIs, insights communities and shop-alongs.

Phone 818-741-1281
www.readytolaunchresearch.com

Recollective | Ramius Corporation

Founded 1998 | 20+ employees
Stephen Thompson, Executive Vice President

Ramius Corporation is the software company behind Recollective, an innovative, cloud-based online research platform. Recollective combines a fully-featured suite of qualitative and quantitative research tools with collaborative possibilities of the social Web and community-based research. Both asynchronous and real-time research can be conducted on Recollective using any mobile, tablet or desktop device. Its intuitive and elegant user experience makes online research easy – everything from three-day projects through to annual communities with thousands of participants can be accommodated. Complementing this industry-leading software, Ramius also offers services for training, panel provider integrations, study programming and more.

Phone 613-369-5233
recollective.com

Segmedica | xsperient

Founded 2004 | 24 employees
Peter Simpson, CEO

Segmedica | xsperient delivers full-service global medical and health care market research, using advanced techniques in qualitative, quantitative and ethnography studies with HCPs, payers and patients. As the field leader in psychology, anthropology, sociology, neuroscience and linguistics, working with us achieves the highest-quality health care market research and market segmentation. Our unique methodologies like self-moderating groups and analysis of in-office conversations bring you the results you need. Ask about ConnexionPoints® syndicated studies for fast, affordable primary research in disease states and health care topics. Contact us for an online or in-person demo of how we can assist with your research needs.

Phone 716-799-8223
www.xsperient.com

Schlesinger Group

Founded 1966 | Circa 600 employees
Steve Schlesinger, CEO

Schlesinger is a leading international data collection and research services provider specializing in qualitative research and delivering a broad range of online and in-person solutions. Our premier facilities are located in key markets across the U.S. and Europe. Schlesinger Global Solutions supports worldwide studies with one dedicated expert contact. Working in partnership with you, we provide a consultative and collaborative approach to project management and apply intelligent solutions to meet recruitment needs. Advisors by Schlesinger connects knowledge seekers with health care thought leaders and the toughest health care recruits. The Wall by Schlesinger is a breakthrough solution to qualitative engagement and post-research synthesis.

Phone 732-906-1122
schlesingergroup.com

Sylvestre & Co.

Founded 1972 | 15 employees
Isabelle Landreville, M.Sc., President and Chief Insight Seeker

Raised out of Montreal, Sylvestre & Co. was created in the pursuit of consumer knowledge. Our passion for cultural insights has enabled us to grow into an award-winning agency with global reach. Our mission is to pursue meaningful understanding: we scope out the research need, we engage to build human-scale connections, we contextualize the research learning to ensure true comprehension. As technology and cultural anthropology evolve, we adapt our projective techniques, creative exercises and knowledge-sharing techniques such as video reporting, corporate workshops and strategy refinement tools to get to the heart of meaningful understanding and provide the richest insights possible.
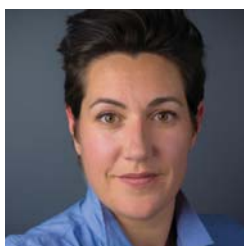
Phone Montreal 514-284-0878
Toronto 416-860-5620
sylvestreco.com

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Touchstone Research Inc.

Founded 1991 | 30 employees
Aaron Burch, CEO

We are a tech-savvy qualitative research firm focused on providing our clients with next-gen qualitative research solutions. We offer both full-service and flexible service models depending on your needs. Our qualitative research services include interactive online and mobile qual capabilities (ad hoc studies and insight communities), mobile ethnography, virtual focus groups and IDIs, national recruitment services, remote UX testing and large-scale multi-market international studies. We are COPPA-compliant and GDPR-ready. Our areas of expertise include youth and family, media and entertainment, technology, social media, sports, CPG and UX.

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Names of Note

■ *Facebook*, Menlo Park, Calif., has hired **Antonio Lucio** as chief marketing officer. Lucio joins Facebook from HP, where he led the company's marketing team. Prior to HP, he was the CMO at Visa and PepsiCo.

■ In New York, qualitative field logistics firm *FUEL* and its studio *The Focus Room* have added **Angela Pack** as director of business development.

■ Auckland, New Zealand, research solutions firm *Infotools* has added **John Bird** as executive vice president, client development, representing the company's business in North America. He will be based in the San Francisco Bay area.

■ Cultural artificial intelligence platform *Qloo*, New York, has hired **Giorgos Papachristoudis** as chief data scientist.

■ Market research company *Macromill Inc.*, Tokyo, has appointed **Derek Swanson** as senior vice president of strategy and corporate development, a newly-created position.

■ Oslo, Norway, research solutions firm *Confirmit* has promoted **Heidi Brumbach** to executive vice president, global human resources, and **Tim Hannington** to chief revenue officer.

■ Marketing services firm *Harte Hanks*, San Antonio, announced that **Karen Puckett** has stepped down as president and CEO. In the interim, the board of directors created a temporary office of the CEO, composed of board members **Jack Griffin** and **Martin Reidy** as well as Harte Hanks executives **Jon Biro** and **Andrew Harrison**.

■ Digital research agency *MetrixLab* has appointed **Luca Antonietti** to lead its first commercial office in Italy. Based in Milan, Antonietti will take on the role of managing director for Italy.

Antonietti

■ Audience data firm *Eyeota* has hired **Howard Luks** as senior vice president, data products and partnerships, a newly-created role. He will be based in the New York office.

■ Marketing software company *Marketo*, San Mateo, Calif., has appointed **Mika Yamamoto** as global president.

■ San Francisco-based digital lending platform provider *Roostify* has added **Magid Abraham**, co-founder of comScore, to its board of directors.

■ London-based agency *WPP* has appointed **Mark Read** as CEO of the company and executive director of the company's board.

■ **Sarah Hofstetter** has joined Reston, Va., firm *comScore* as president. Hofstetter will be responsible for the company's commercial strategy, including marketing and sales, as well as advancing its movies report-

ing and analytics group. The firm has also hired the following: **Ajay Sravanapudi** as senior vice president of technology architecture and engineering; **Kumar Rao** as vice president of analytics; and **Sumit Shukla** as senior vice president of strategic partnerships.

■ Toronto-based data services firm *Maru/Blue* has hired the following: **Katie Gawlik** as director of strategy and development on the agency sales team; **Sal Rustom** as manager of strategy and development; **Terry Kim**, who has experience in customer service and sales; **Michael Theophile-Uruena** and **Aruran Tharmalingam** each as senior project manager; and **Valen Arnesto** as quotations coordinator.

■ **David Anderson** has joined *Nielsen*, New York, as chief financial officer. Anderson succeeds **Jamere Jackson**, who resigned to pursue an opportunity outside of the company.

■ **Jenn Petell** has joined research firm *Smarty Pants*, New York, as insights genius, a director-level role. Petell will be responsible for developing, managing and executing research initia-

Petell

tives for several of the company's CPG, food and media clients.

■ *The Insights Association*, Washington, D.C., named new members to the board of its international chapter. **Raj Manocha**, executive vice president of Delvinia, will serve as chair. Joining him are **Peter Costa**, vice president of client services at *Protobrand*, and **Anne Brown**, CEO of

Gazelle Global Research Services.

■ Chicago-based researcher *IRI* has appointed **Harvey Goldhersz** as executive vice president of data and innovation for the IRI Media Center of Excellence.

■ Auckland, New Zealand, research solutions firm *Infotools* has named **Lena Cox** as group client director for its global Coca-Cola partnership. She will be responsible for guiding management, leadership, coaching and strategic design discussions for clients' international market research initiatives.

■ **Tini Sevak** has joined *CNN* as vice president, audiences and data at CNN International Commercial, the division of Turner International that is responsible for the business operations of CNN's properties outside of the United States. Sevak will lead the company's international data strategy and oversee a team of data and research specialists using Turner resources and out-of-house capabilities.

■ Researcher *Burke, Inc.*, Cincinnati, has promoted **Diane Surette** to president and chief client officer.

■ *Complete Research Connection* in Columbus, Ohio, has promoted **Julia Stahl** to client services manager – call center.

■ *Uber*, San Francisco, has appointed **Rebecca Messina** as global chief marketing officer.

■ *The Marketing Research Education Foundation* (MREF) added two to its board of directors: **Susan Waltman**, Ipsos global president, and **Tim Urmston**, founder and CEO of Seek Company. The additions of Waltman and Urmston bring the total number of MREF board members to seven.

■ Consumer intelligence firm *Maru/Matchbox*, Toronto, has promoted **Michelle Walkey** to managing director, retail and technology and has added **Allan Dykstra** as vice president, business development for the retail and technology team.

■ **Timothy Gell** has joined *Drive Research*, New York, as a research analyst.

■ Chicago-based business intelligence company *EnsembleIQ* has named **Terese Herbig** as president of The Path to Purchase Institute.

■ Port Washington, N.Y., information company *The NPD Group* has named **Kimberly Magnus** as president for the firm's U.S. toys business.

■ Arlington, Va., retail platform *Basket* has hired **Pam Caffrey** as vice president of data solutions.

■ Customer insights and messaging consultancy *Engagious* has hired **Gina Derickson** as research director and **Robin Greenspan** as director of sales.

■ *MFour Mobile Research*, Irvine, Calif., has hired **Kanadpriya Basu** as a data scientist; **Prince Mabandla** as a senior software engineer; and **Kyung Lee** as a controller.

■ Yardley, Pa., research company *Health Strategies Group* has appointed **Anita Burrell** as vice president and practice lead for global market access. Burrell will assume the leadership role for syndicated and custom solutions for Health Strategies Group Global Access Insights.

■ Las Vegas-based enterprise software products and services firm *Rimini Street Inc.* has appointed **Pat Phelan** as vice president of market research.

■ *PortMA*, a marketing analytics and research company based in Portland, Maine, has hired **Katie Clark** as COO/research director.

■ Madison, N.J., health care analytics firm *Real Endpoints* has appointed **Jeff Berkowitz** as CEO and member of the board of directors.

■ **Barbara Murrer**, senior director of marketplace insights for Levi Strauss & Co., has been named chairperson of the board for the *Advertising Research Foundation*. She succeeds **Jed Meyer**, director, brand measurement for Google, who has held the position since 2016.

■ **Brian Wansink**, a nutrition researcher at *Cornell University*, has resigned from his position after *JAMA*, *JAMA Internal Medicine* and *JAMA Pediatrics* have retracted six articles that included Wansink as author. His resignation will be effective at the end of the current academic year. Cornell said Wansink committed academic misconduct, including "misreporting of research data, problematic statistical techniques, failure to properly document and preserve research results and inappropriate authorship."

Research Industry News

News notes

■ A jury in an Omaha, Neb., federal court has awarded data and marketing solutions company **Infogroup** $53.6 million and found that former CEO Vinod Gupta and his company **Database101** (DB101), as well as its various divisions – AtoZdatabases, Infofree and DatabaseUSA – violated various federal laws and contractual obligations. Gupta and DB101 were found liable on all seven counts including infringement of Infogroup's database copyright and trademarks, unfair competition, false advertising and breach of various contracts.

■ **SVMK Inc.**, parent company of San Mateo, Calif., firm **SurveyMonkey**, has filed a registration statement with the U.S. Securities and Exchange Commission for an initial public offering. SurveyMonkey has applied to list its common stock on the Nasdaq Global Select Market under the ticker symbol SVMK.

■ The board of directors for **Nielsen**, New York, has expanded the scope of its strategic review of its Buy segment to include a review of strategic alternatives for the company and its businesses. The expanded review is being led by James Attwood, executive chairman of the board, and includes an assessment of options, including continuing to operate as a public, independent company; a separation of either Nielsen's Buy or Watch segment; or a sale of the company. Nielsen says there can be no assurance that the review will result in a specific transaction or other alternative and has not set a timetable for completion of the review.

Acquisitions/transactions

■ Market research company **Macromill Inc.**, Tokyo, has recently acquired U.S.-based research agency **Acturus**, purchased neuromarketing company **Centan** and procured of a 51 percent stake in **Tokyo Survey Research** from Hakuhodo.

■ Research companies **Schlesinger Group**, Iselin, N.J., and **Shapiro+Raj**, Chicago, have agreed to transition the Shapiro+Raj qualitative fieldwork practice to Schlesinger Group. Susan Stanicek of Shapiro+Raj's qualitative fieldwork practice, along with her team, will continue to service clients and their projects as Schlesinger Group employees. Stanicek has been appointed VP, client solutions for Schlesinger Chicago.

■ **Nielsen**, New York, has completed its acquisition of **SuperData Research**, a digital games market intelligence company. Intelligence provided by SuperData will enhance the capabilities of Nielsen Games and Nielsen Esports. The acquisition will give clients greater access to global market intelligence around digital video gaming use, sales and audiences.

■ Stamford, Conn., research company **Gartner** has sold its **CEB Challenger Sales Training** business to **Marlin Equity Partners**. Challenger provides a suite of professional skills development, intelligence and workflow solutions that are underpinned by the research-based Challenger and Effortless Experience sales and marketing methodologies. Additionally, analytics solutions firm **Explorance** has agreed to acquire **Metrics That Matter** (MTM), which is being divested from Gartner. MTM provides learning and development data and analytics solutions for the corporate market.

■ Los Angeles-based consumer insights company **MarketCast Group** has acquired **Turnkey Intelligence**, a sports research and advisory firm headquartered in the Philadelphia area. Turnkey Intelligence will work in collaboration with **Fizziology**, a social media analytics and insights firm acquired by MarketCast last year, to provide sports and brand clients with sponsorship and fan experience insights.

■ Chicago-based research consultancy **Shapiro+Raj** has acquired its creative partner **Wygant & Co.**, a strategic ideas agency based in Baltimore. Wygant & Co. Principal Jeffrey Wygant will join Shapiro+Raj as senior vice president of strategic ideas.

■ Paris-based communications company **Havas Group** has invested in Miami-based multicultural agency **Republica**. The agency will be renamed Republica Havas and will remain headquartered in Miami, with expansion plans to other U.S. markets including New York, Chicago and Los Angeles. The agency will continue to be led by Republica Chairman and CEO Jorge A. Plasencia, President Luis Casamayor and their executive team.

■ Paris-based researcher **Ipsos** has successfully completed the merger clearance per the agreement with

Nuremberg, Germany, research company **GfK** to acquire four global divisions of the GfK custom research business: customer experience; experience innovation; health; and public affairs. The acquisition was announced on July 30 and was conditional to mandatory clearances from relevant anti-trust authorities in the 26 countries that are in the scope of the agreement with GfK.

■ Market and customer insights company **Maru Group**, London, has acquired **Lissted**, a social listening software. The software allows users to identify key influencers in relevant online communities, gain real-time insights from social media conversations and engage with targeted clients and customers. It will be integrated into Maru and enhance the company's capabilities.

Alliances/strategic partnerships

■ Market research company **Macromill Inc.**, Tokyo, has formed a strategic partnership and capital alliance with **W&S** in Southeast Asia.

■ **Staples Center** and **Microsoft Theater** in Los Angeles are joining forces with analytics firm **E15** to launch a voice of the customer program to measure all aspects of the guest experiences at both venues. The program will allow Staples Center and Microsoft Theater to better understand what is important to guests and respond to and improve their experience.

■ Los Angeles-based research platform **Fuel Cycle** has formed a strategic partnership with UX insights company **UserZoom**. UserZoom's platform, which allows organizations to conduct usability tests, will be coupled with Fuel Cycle's online research communities, providing UX

insights to UserZoom customers. The partnership allows Fuel Cycle clients to use various UX methodologies to optimize the UX of any digital product at any stage.

■ San Francisco-based research technology platform **AYTM** (Ask Your Target Market) has formed a partnership with **Michigan State University** and its Master of Science in Marketing Research (MSMR) program at the Eli Broad College of Business. AYTM will join the MSU MSMR advisory board and sponsor student access to its survey platform and global panel.

■ London-based researcher **YouGov** and U.K. software company **RealityMine** have signed a three-year global agreement for RealityMine behavioral data to be integrated into YouGov's data products and custom client projects. The agreement allows YouGov Profiles to report consumers' video usage across mobile, tablets and PCs as well as Web and app usage metrics, allowing media planners to target Netflix and Amazon Video users based on their actual viewing behaviors and media owners to gain insights into impact of SVOD on their audiences and distribution channels.

■ Stockholm-based music streaming service **Spotify** and **Nielsen**, New York, have expanded their relationship to include the adoption of Nielsen Brand Effect across Spotify in the U.S., Germany, Canada, Mexico, U.K., Spain, France, Netherlands, Japan and Australia. This will allow marketers to measure and optimize their national advertising on Spotify and gain a better understanding of how their ads resonate and affect brand lift with their target audience.

■ Provo, Utah, software firm **Qualtrics** has expanded its strategic partnership with research company

Kantar to provide employee experience insights by combining Qualtrics' Employee Experience solution with Kantar TNS' consulting service and experience.

■ Reston, Va., firm **comScore** has formed a partnership with **Adobe** that allows marketers to achieve more relevant advertising via contextual targeting through Adobe Advertising Cloud. The pre-bid targeting solution uses comScore's proprietary technology to help brands reach customers in more appropriate environments without the use of cookie-based information.

Association/organization news

■ **The Insights Association**, Washington, D.C., has named new members to the board of its international chapter. Raj Manocha, executive vice president of Delvinia, will serve as chair. Joining him are Peter Costa, vice president of client services at Protobrand, and Anne Brown, CEO of Gazelle Global Research Services.

■ **The Marketing Research Education Foundation** (MREF) added two to its board of directors: Susan Waltman, Ipsos global president, and Tim Urmston, founder and CEO of Seek Company. The addition of Waltman and Urmston brings the total number of MREF board members to seven.

■ Barbara Murrer, senior director of marketplace insights for Levi Strauss & Co., has been named chairperson of the board for the **Advertising Research Foundation**. She succeeds Jed Meyer, director, brand measurement for Google, who has held the position since 2016.

■ Costa Mesa, Calif., research company **J.D. Power** has joined **The Internet of Things Consortium** as a

strategic participant. The consortium is a business development association for the Internet of things ecosystem.

Awards/rankings

■ Los Angeles-based nonprofit **Women in Research** (WIRe) announced a shortlist of 11 finalists for the WIRe Best Places to Work Award, which aims to raise awareness for companies promoting diversity in the workplace. The shortlist of finalists, in alphabetical order, are: BuzzBack; C-Space; EMI Research Solutions; FreshMinds; Greenberg Strategy; Hall and Partners; Jigsaw Research; Kantar; Orchidea Research Group; SKIM; and Watermelon Research.

■ The Behavioural Recruitment service by U.K. research company **Liveminds** has won the Market Research Society Operations Award for best support service.

■ Canada-based customer intelligence software firm **Vision Critical** has named its 2018 Visionary Award winners. The awards recognize companies that demonstrate customer-centric decision-making and using intelligence to improve performance in product innovation, customer experience and marketing. The winners include: Red Bull, Marketing Visionary Award; Jam City, New Community of the Year Award; VMware, Product Innovation Award; Twitch, Business Transformation Award; and Cleveland Clinic, Customer Experience Award.

New accounts/projects

■ U.K.-based online survey panel **Panelbase** will be sponsoring the fieldwork for the second Project Beauty survey, which will provide insight into how Britons feel about beauty. The survey will be completed this autumn from a sample of over 2,000 respondents.

■ **DISH Media Sales** has selected **Nielsen**, New York, to provide digital measurement on Sling TV and data segments for addressable advertising across DISH TV and Sling TV inventory. Additionally, DISH Media Sales will allow marketers to tailor their advertising using Nielsen Buyer Insights and Nielsen Catalina Solutions across DISH TV and Sling TV to deliver ad viewership based on consumer purchasing behavior.

New companies/new divisions/relocations/expansions

■ **University College Oxford** in Oxford, England, has established a research center for blockchain research under the leadership of Professor Bill Roscoe. Roscoe, along with a group of experts, is working to improve the efficiency of blockchain mining and trust models, to build new models of privacy and escrow in the blockchain and to create models of fair exchange to support secure blockchain-based exchanges.

■ **The National Centre for Social Research**, based in London, has launched its new methodology and innovation hub, led by Director of Methods Gerry Nicolaas. The hub will provide best practice advice, facilitate innovation in social research methods and develop methodologies that are embedded within the practice of conducting social research.

■ **Facebook**, based in Menlo Park, Calif., is investing around USD $1 billion to open its first data center in Asia. The company says it expects the 11-story building, located in Singapore, will be powered by 100 percent renewable energy and will incorporate a StatePoint Liquid Cooling system, which minimizes water and power consumption.

■ London-based research company **Euromonitor International** has expanded its research capability to 20 additional countries, bringing its total coverage to 100 countries.

■ U.K. research consultancy **FreshMinds** has rebranded as **Decidedly**.

■ Belgium-based multisensory research consultancy **Haystack** has opened a new office in New York, commercially led by insights professional Baileigh Allen.

■ **Research Now SSI**, based in Plano, Texas, has added employees in Romania, the Netherlands and Bulgaria and has moved to new locations in each city to accommodate current and future growth. In Timisoara, Romania, the company has added 54 new employees, primarily in data processing, survey programming and panel support, bringing the total number of employees there to 160. In Rotterdam, Netherlands, the company has added eight employees in project management, sales and finance for a total of 56. In Sofia, Bulgaria, 28 of the total 50 employees are new hires that have been made since the beginning of the year, predominantly in project management.

Research company earnings/financial news

■ Enterprise feedback management company **Questback** reported a 270 percent increase in new U.K. license sales and 38 percent growth in U.K. revenues for the first half of 2018 under the guidance of John Wilkinson, the recently appointed general manager for the U.K.

IMMERSE YOURSELF IN NEW IDEAS AND STRATEGIES!

Stretching a Start-Up's Pre-launch Research Budget

Jessica Spilman, *Sr. Research Director • KJT Group Inc.*
Katie Strother, *VP, Medical Education • Cartiva Inc.*

This presentation will cover both the client and market research partner perspective regarding how a medical device start-up company launching a new product can use a limited pool of research funds to effectively and efficiently uncover key voice-of-the-customer insights necessary to inform a successful launch strategy.

kjt group
INSIGHT BY DESIGN

CARTIVA

Levels of DIY: Take Control Without Overwhelming Yourself

Colson Steber, *Co-CEO • Communications for Research*
Jenny Mays, *Insights Manager, Market and Customer Insights • The Climate Corporation*

Every research opportunity here at The Climate Corporation does not have the scope, budget or time necessary to engage a full-service vendor. As someone who has recently moved from vendor to client-side, I have unique perspective. As a result, my team has built a framework to help determine the level of support we need from a vendor for a successful project. Learn how we balance these issues based on real experiences.

CFR
COMMUNICATIONS FOR RESEARCH

THE CLIMATE CORPORATION

How to Optimize Co-Creation!

Julie Loving, *Director, Insights • TherapeuticsMD*
Susan Robertson, *Principal • Sharpen Innovation*

Co-creation is trendy in research and innovation but there aren't clear processes or well-known best practices for how to do it well. So it can end up being simply focus groups masquerading as co-creation. This immersive and interactive presentation will illustrate the clear differences between co-creation and research. You'll learn overarching guidelines and practice specific techniques to make your co-creation projects with your customers meaningful and successful.

Operational Metrics Integration and Case Studies

Karin Ferenz, *Principal • Customer Lifecycle LLC*

How to integrate disparate data sources to achieve maximum data utility.

Hooked on a Feeling: An Empirically-Derived Model of the Emotions that Brands Can Use to Reel in Customers and Create Brand Loyalty

Anne Beall, *CEO • Beall Research Inc.*

Emotions drive consumer purchasing behavior – but exactly when and how do they do so? A study we conducted of 17 major consumer brands and the feelings associated with them resulted in a model that explains how and when emotions influence purchasing, what feelings matter and how they lead to loyalty. Our model explains the majority of purchasing behavior among both potential and current customers.

Accelerate Relevance – Making Insights Sticky in Slippery Times

Kelley Styring, *Founder and Principal Researcher • InsightFarm Inc.*

We've all felt the pressure of more information flowing in and our capacity to absorb it steadily diminishing. How do we sort through it, make the most of it and not feel "fear of missing out?" On the flip side, how do we assure that our clients/business partners notice what we send and get the value we offer? This presentation highlights three ways to make insights more relevant, and sticky, in today's ever-changing information landscape.

Six Principles for Six-Second Advertising

Ashley Shelley, *Research Director • Ameritest*
Amy Shea, *Brand Experience Director • Ameritest*

More and more brands are beginning to run six-second ads but many questions remain as to how effective these shorter-form ads can be. Both marketers and researchers alike are curious to know if there is a formula for success in this new medium. Ameritest conducted a study of 15 cross-category six-second ads in a simulated mobile YouTube environment and found six key principles of six-second ads that are integral to their performance and success.

Customer Experience – Case Studies in Science-based CX

Peter Simpson, *Principal • Xsperient|Segmedica*

Customer experience and patient journeys require a sound science base if they are to reflect the true experience and provide actionable results. We'll demonstrate how to apply brain science and physiology to customer typing and the underlying topic to produce superior results. We'll show case studies from the health care, skin care and food service industries, with principles that apply to all businesses. This talk will also address the vital link between CX and market segmentation.

Getting to Know You: Alternate Stakeholders in Your Organization 🚗

Steve Seiferheld, *Director, Market Research • Swedish Match*

Marketing research professionals continue to fight for influence in their organizations. Did you know you might have allies in unlikely places? Don't let the word "marketing" limit you to just that department. This talk will discuss how research can offer great impact for colleagues outside of marketing.

★★★
SWEDISH MATCH

Bringing Up Baby in 5 Languages: Using Mobile and Ethnography to Understand Differences in Global 'Mommy Culture' 🚆

Claire Brooks, *President • ModelPeople Inc.*

Ethnographic research is proven to uncover deeper insights which address business-critical strategic questions from new perspectives. Mobile ethnography, if used appropriately, can deepen consumer empathy. This presentation explores "mommy culture" in five geographic markets, the EU, India and China. Case studies explain how mobile and multi-method ethnographic techniques were used to illuminate culture, behavior, unmet needs and decision journey. It shows how to conduct multi-market mobile ethnography and watch points that can sink the project!

The Folly of Misunderstanding Youth 🚌

Jennifer Roberton, *Managing Director • respondi*
Michael Brown, *Head of Insight • UMWW*

Society has long been given to marginalizing and excluding youth. Commonly, dismissive terms have been to patronize younger groups or perhaps they were judged as being morally wayward. In a society where certain moral systems have seen a shift, how does society view this audience? Which stereotypes exist of this audience? UM and Respondi's new research partnership uses a series of methodologies to decode what the perception and identity dynamics are around 16-to-24-year-olds today.

AI You Can Drive My Car: Consumer Emotion, Identity and the Future of Self-driving Vehicles 🚗

Chris Neal, *VP, Tech + Telecom • Chadwick Martin Bailey*

In all the excitement and drama surrounding the inevitable rise of self-driving cars, consumers have often seemed like an afterthought. This session features findings from landmark consumer research exploring how consumer emotions and identity are shaping the future of self-driving cars along with other disruptive technologies.

How and When to Use Online Qual for Designing Successful Consumer Studies 🚗 🚆

Ray Fischer, *CEO • Aha! Strategic Online Qual Platform*

In this dynamic presentation, Ray Fischer, CEO of Aha!, will show you how and when to use online projective, social, video and mobile tools to design a wide range of study types, including digital ethnography, multi-day attitudinal and behavioral studies, concept testing, home use testing, customer experience and journey mapping, UX testing and much more, to deliver richer, deeper, more connected insights for your clients.

Decoding Disruption: Understanding Consumer Expectations for Brands 🚗 🚆

Isaac Rogers, *CEO • 20|20 Research*
Sonya Turner, *Sr. Director of Insights • 20|20 Research*

Disruption. Much has been said and written on the trend but very little focuses on understanding the consumer's perspective of the concept and what that means for brands and insights. With this in mind, 20|20 undertook a multi-phase study exploring the idea in-depth with consumers and corporate researchers alike. In this session, we'll detail the findings of this research and share how disruption is influencing consumers' expectations for brands.

It's Not Just About if You Like it: A Reasoned Action Approach to Predicting Consumer Behavior 🚆

Julia Maier, *Analytics Associate • KJT Group Inc.*

The Reasoned Action Approach (Fishbein, 2008) will be discussed in the context of market research as a robust model for predicting behavior from psychological variables like attitudes, barriers and social norms. The presentation will also provide information for constructing question sets based on the Reasoned Action Approach, discuss how the data can be used in a variety of analyses and demonstrate story-driven visualizations of the data to provide meaningful insights to clients.

Fixing Research Pain Points: How Blockchain Will Shape the Industry 🚗

Henry Chan, *CEO • PREDIQT*

We will present how blockchain will address the market research industry pain points and shape the industry.

Anywhere in the World: The Complexity of Brand Research at Virgin 🚌

Thom Stebbings, *Group Consumer Insight Lead • Virgin Group*

How a one-person research function faces the challenges of a unique brand structure at Virgin. This presentation will also share how to get insights that are brand-focused and embed them in a business filled with commercial decision makers, who can struggle to appreciate and understand what a brand really is, who consumers are and to embrace things like qualitative research.

Virgin

Memory Reconstruction Interviews: Revealing what People Can't (or Won't) Say in Conventional Interviews 🚌 🚆

Doug Grant, *Managing Director • Inqui Research*

See how an interview technique developed for police investigations is producing exceptional results in market research. Using real-world examples, this presentation will demonstrate how the memory reconstruction interview works, the science behind it and the ways it can help researchers uncover the underlying drivers of decision-making. This is a unique approach to reveal what people won't say in traditional research.

Millennial Parenting: The New Family Dynamic 🚌

Allison O'Keefe Wright, *EVP, Managing Director of Research and Strategy • Open Mind Strategy*

In their formative years, Millennials challenged many marketers' ideas about researching and marketing to the "youth market." But just as brands finally have these aliens figured out, Millennials are shifting from being the youth cohort to raising the new one. OMS examines the over 30 million Millennial parents once again challenging norms and charting their own course. Millennial parenting ushers in important trends such as Passion-Led Parenting, Selective Strictness, Do-It-All Mom, Have-It-All Dad and Co-Active Cooperation.

Research and the Elusive Generation Z 🚗 🚆

Holly Carter, *Director of Product Marketing • Confirmit*

One of the biggest challenges in research today continues to be engaging the youth market. In this presentation, Holly Carter, Confirmit's director of product marketing, will discuss opportunities researchers can leverage to better engage Generation Z and Millennials on their terms, including: designing shorter and highly engaging surveys leveraging gamification and social media tactics; and using mobile to replicate a social approach to recording in-the-moment feedback, attitudes and behaviors.

Rise Up! The Manifesto for Revolutionary Marketing 🚌 🚗 🚆

Priscilla McKinney, *CEO • Little Bird Marketing*

As the MR industry continues to grow, more companies offer similar products and services. In an increasingly digital world, how do you differentiate your brand and get noticed for your expertise? Press pause on discussing focus groups, insights, sampling and qual/quant methodologies to discover the radical change your company needs to get ahead of the sales and marketing game. You'll learn powerful tips and content marketing best practices to build a sustainable lead generation platform.

Improving Research By Doing Research: Learning from Market Research Participants 🚗 🚆

Amanda Stockwell, *UX Consultant/Researcher, Stockwell Strategy*
Renee Wyckoff, *Research Design Engineer, L&E Research*

We all know it's hard to get the right participants but we haven't all had the chance to use our own skills to research the participant experience. This session will share learnings about best practices to engage and motivate research participants.

Winning Casual Dining with Today's Teens 🚗

Mary McIlrath, *Senior Vice President/ Partner • C+R Research*
Nina Guest, *Manager, Consumer Insights • Olive Garden*

Olive Garden teamed up with C+R Research's YouthBeat® analytics group to understand what is driving special occasion dining options for today's teens. Utilizing their language (social media, photos, videos and imagery) and trending YouthBeat® data from when Millennials were teens, Olive Garden sought out to understand what drives their restaurant selections. They were also able to understand how these young consumers are different – and similar – and to formulate strategies for how to best serve them.

C+R RESEARCH

Olive Garden ITALIAN KITCHEN

LONDON   BROOKLYN   CHICAGO

'To Hell with Facts! We Need Stories!': The Power of Storytelling in Research 🚆

Conor Wilcock, *Director • B2B International*

Our success as researchers, and the legacy of our work, depends not on our ability to analyze and number-crunch but on how we craft stories which resonate with our audience. It is only then that data becomes insight, becomes ideas, become action. This presentation will introduce best practices for adding value in research through storytelling, with a focus (though not exclusive) on business-to-business markets.

Defensive Development: Using Mobile Behavioral Research to Create Competitive Products 🚆

Dr. Simon Doolin, *UX Researcher • Microsoft*
Kyle Gollins, *VP of Sales • Pollfish*

In a competitive marketplace, it's hard to decide which features should take priority in your product roadmap. Microsoft shares how they targeted a competitor's customer base using mobile behavioral data and gained insights based on activities, rather than self-reported data, to learn about the impact and engagement of specific features and measured levels of satisfaction and interest to ensure the development of a compelling alternative product.

End-to-End Automation: Have a Look Behind the Scenes! 🚆

Dezsö Karasszon, *Owner, CEO • DataExpert*
Zsolt Apponyi, *Innovation Specialist • DataExpert*

End-to-end automation – key for efficient data collection and reporting.

One of DataExpert's multinational end-user clients had a need to automate their regular data collection among their suppliers. They wanted to have the sample management, data collection, sending of reminders and exporting the results all in one system. DataExpert developed a solution to run one automated data collection and reporting system which would allow the customer's staff to efficiently collect and visualize data from the suppliers.

Enabling Breakthrough Ideas Through Innovation Pipeline Sprints 🚗

Jason Hauer, *Co-Ceo • The Garage Group*

Hear behind-the-scenes lessons learned from the trailblazing team from a F500 food and beverage company that leveraged a five-day innovation pipeline sprint approach to revitalize their portfolios and fill their three-year innovation pipelines with meaningful, consumer-driven ideas. With iterative input from constant consumer touchpoints over five days, the teams transformed their historically linear process. The team will share the overall approach they took, key enablers that led to their success and lessons they plan to apply to future growth challenges. Courageous minds only.

The Peaks and Pitfalls of Max-Diff at Procter & Gamble 🚆

David Hengehold, *Consumer Research Statistician • Procter & Gamble*
Megan Peitz, *Ingenuity Ambassador • Sawtooth Software*

Hitch a ride as we explore the max-diff landscape at P&G. Max-diff is just the ticket for product benefit/claim screening, package designs and product development for CPG. We'll show how max-diff works with simple math (counting and averages). No proprietary software necessary! What are your preferences for ice cream flavors? We'll take a quick survey together, get real-time results and see that max-diff gets us more than the standard five-point rating scale.

Building Insight-Led Strategy and Activation through Agile Qualitative 🚆

Monika Wingate, *CEO and Co-Founder • Digsite*
Carrie Ericksen, *Director of Consumer and Shopper Insights • Tillamook*

Making consumer insights central to organizational decisions isn't easy, especially with the accelerated pace of marketing and product development. Tillamook Director of Consumer and Shopper Insights Carrie Ericksen and Digsite CEO Monika Wingate will discuss how to make consumer insights more central to today's agile marketing and product development teams. They will also share how Tillamook leveraged agile qualitative approaches to increase sales of their shredded cheese products by 25 percent.

Research, Meet Communications. How Insights Teams Can Drive PR Coverage 🚗

Michael Moschella, *Director • DKC Analytics*
Harro Cyranka, *Senior Data Strategist • DKC Analytics*
Kyle Gollins, *Vice President of Sales • Pollfish*

Brands with unique perspectives are the ones who grab the attention of the press. DKC Analytics shares how they have used high-speed mobile data collection to find uncommon angles and interesting insights for clients such as Airbnb, Boarshead and more that launched them into the national news cycle. They share how real consumer feedback led to the development of a new product for Airbnb and how they continue to create their innovative and data-driven campaigns.

Conquering E-Commerce by Capturing Consumers' Gut, Heart and Mind 🚗 🚆

Ericca Dennehy, *VP of Account Management • AcuPOLL Precision Research*

The life-battle for brands has shifted to e-commerce and unlike conventional rules of the store shelf, online competition is limitless. Your fate is determined by how well you capture customer attention – impulsively, emotionally and rationally – yet traditional methods focus only on the latter. We'll share a case study involving a leading CPG firm that tapped into impulse, emotion and conscious reflection to pinpoint the most effective strategy to win in the e-commerce jungle.

Communicating and Persuading via Stories from the Conference Room to the Boardroom and Beyond 🚗 🚆

Jeri Smith, *CEO • Communicus*

As the market research industry has come to realize that data charts often aren't the best way to communicate insights, there's been a rush to storytelling. In this presentation, we share tales of when stories work, when they don't and how to craft persuasive presentations that blend storytelling techniques with consumer testimonials and persuasive visual displays of data to ensure that insights are understood and acted upon.

Shifting from CX to HX: 3 Guidelines for Aligning Human Experience and Brand Experience 🚗 🚆

Jim Chastain, *Human Insight Strategist and Co-Founder • RealityCheck*
Jim White, *Ph.D., Human Insight Strategist and Co-Founder • RealityCheck*

In this informative presentation, RealityCheck co-founders Jim Chastain and Jim White, Ph.D., advocate a shift from CX to HX and demonstrate how a broader focus on the human experience through human context, human stories and human journey can provide a pathway to innovation and a competitive advantage for your brands.

Personas vs. Segments: Why not Knowing the Difference can Cripple Your CX Program 🚗

Eric Hunter, *VP Strategy • Russell Research*

Creating and driving robust customer-centric programs requires many different research tools to keep a company focused on delivering the value to their customers. But companies fall back on familiar methods. Companies are either persona-oriented or segment-oriented. Supported by practical examples, we will clarify the specific use cases for data-backed customer personas, prove how they differ and complement segmentations and illustrate how the combination can help drive a dynamic CX program in any company.

Using Segmentation to Drive CX Transformation 🚆

Marc Goulet, *Vice President • Russell Research*

Why does segmentation often fail? There are a range of common pitfalls which can be avoided through a carefully designed approach. A well-designed segmentation can unite and energize an organization, guide strategy, strengthen and guide tailored customer experiences and drive innovation in categories where continuous change is the new norm. Grounded in several recent case studies, we'll outline a modern approach to segmentation which uses an organizationally-inclusive process to uncover opportunity and guide CX transformation.

Overcoming Inevitable Fieldwork Challenges with Health Care Professionals 🚗

Lynn Welsh, *Chief Strategy Officer • Olson Research Group Inc.*
Amanda Lipski, *Director, Analytics • Olson Research Group Inc.*

It has never been more challenging to field research with health care professionals than it is today. Criteria to reach the desired respondents is nuanced, timelines are aggressive and results that stem from the research must be immediately actionable. Fortunately, there are several areas where researchers have the opportunity to mitigate the effects of fieldwork challenges and ensure a successful outcome. This session will identify these stumbling blocks and articulate ways to overcome them.

Increasing Research Rigor with Hybrid QualQuant Survey Research 🚗 🚆

Kimberly Marsh, *Co-Founder/SVP • QualQuant Signals*

Come to this session to hear case studies, best practices and learn how we diagnose concepts that lead to increased market acceptance and quicker adoption times. Organizations such as Pepsi, Samsung and Best Buy use the hybrid qual/quant approach as a more powerful way of testing initiatives, claiming this approach shortens research lifecycles and is cost-effective compared to other methodologies, reduces the chance of selecting the wrong concept or direction for development, easily determines tradeoffs and identifies unmet needs to increase adoption. This type of testing applies to products, package designs, promotions, creatives and messaging/communications.

Portfolio Re-Engineering: Go Beyond Price and Size with Brand Equity and Gamification 🚆

Saurabh Aggarwal, *Managing Director • Knowledge Excel Services*
Shahbaz Singh, *Research Lead • Knowledge Excel Services*
Mohit Shant, *Product Lead • Knowledge Excel Services*

New-age solution for an age-old problem using the power of discrete choice modeling and brand equity. Gamification empowering data collection and advanced calibrations with real market information yield powerful and actionable portfolio recommendations. Marketers can now visualize the impact of change in price, size, promotion, etc. not only on their own portfolio but also on their competition. Know before they think of it, know before you do it, for portfolios don't change every day.

How to Build a Market Intelligence Organization that Matters: A Case Study 🚌 🚆

Silvana Amparbeng, *Research Manager • Worldpay*
Sharon Brant, *Head of Global Market Intelligence • Worldpay*

Companies don't always use their market research organization in the most effective way. Many times the research team is relegated to "order takers" or perceived as a "nice-to-have" function or, even worse, used to prove a decision the company wants to make. With the support of our new executive team, the Worldpay Market Intelligence organization is trying to change that perception.

The No. 2 Ranked Pediatric Hospital Leverages a Community to Learn from its Patients 🚆

Dave Krier, *Vice President, Access Services and Family Relations • Cincinnati Children's Hospital Medical Center*
Colleen Hennegan, *Vice President • MarketVision Research*

Cincinnati Children's Hospital Medical Center puts the patient and families at the heart of everything they do and their recognition as the no. 2 pediatric hospital reflects their purpose. Understanding the emotional and physical facility needs to create better experiences can be challenging, but work in an online community opened the doors to insights. Stories from research will highlight their patient-first approach with research and how it's made a difference in providing better experiences.

CLEAR M&C Saatchi Brand Experience Gap Results

Rhonda Hiatt, *Chief Strategy Officer • CLEAR M&C Saatchi*
Geraint Jones, *Global Marketing Director • CLEAR M&C Saatchi*
Ki Choi, *Executive Director • CLEAR M&C Saatchi*

The Experience Gap: The gap between brand promise and reality. Which brands are getting it right, which brands are getting it wrong and how much is it costing them?

CLEAR M&CSAATCHI

Bringing a DIY Online Community to Life: The 9-Year Success Story of voicesHUB by Experian

Tiffany Ng, *Sr. Manager, Consumer Insights • Experian*
Holly O'Neill, *Chief Insights Officer • Talking Business LLC*

In the fast-changing categories of managing credit reporting and identity protection, consumer insights agility is paramount. That's why Experian launched voicesHUB nine years ago. voicesHUB works because we continually innovate – making and keeping our customers center stage. Fielding over 1000 research topics, we leverage an agile, but repeatable model. Hear Experian highlight how voicesHUB fuels business growth by uncovering actionable findings that drive product relevance and increase brand affinity year after year!

Enabling Breakthrough Ideas For Kraft Heinz Through Innovation Pipeline Sprints

Stacey Cox, *Consumer Insights Leader • Kraft Heinz*
Erin Faulk, *Vice President of Lean Growth • The Garage Group*

Hear behind-the-scenes lessons learned from the trailblazing teams at Kraft Heinz who leveraged a five-day innovation pipeline sprint approach to revitalize their portfolios and fill their three-year innovation pipelines with meaningful, consumer-driven ideas. With iterative input from constant consumer touchpoints over five days, the teams transformed their historically linear process. The team will share the overall approach they took, key enablers that led to their success and lessons they plan to apply to future growth challenges. Courageous minds only.

Building an Insights Engine to Understand Today's and Tomorrow's Demand for Pork

Paul Metz, *Executive Vice President/Partner • C+R Research*
TBD Speaker, *The National Pork Board*

The National Pork Board commissioned a huge and complex research study to generate insights about protein choice and pork consumption both in-home and out-of-home across all day-parts and usage occasions. In this session learn about a novel and multi-faceted research design that leveraged qualitative research, sales data analytics, survey-based attitudinal and occasion-usage segmentation plus Experian psychographic data, all woven together to paint a comprehensive landscape of pork usage today and opportunities in the future.

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NMSBA will hold its 2018 Shopper Brain Conference – Europe event on **November 7-9** in **Amsterdam**. Visit bit.ly/2vvGfUL.

ESOMAR will hold its FUSION 2018 event on **November 11-15** in **Dublin**. Visit bit.ly/2qwITcn.

Worldwide Business Research will hold its B2B Online Miami 2018 event on **November 12-14** at Turnberry Isle **Miami**. Visit bit.ly/2LhH4x6.

Pharma CI Conference and Exhibition Asia will be held on **November 29-30** in **Tokyo**. Visit bit.ly/2L2Q5pg.

IQPC will hold its Customer Contact Week Executive Exchange on **December 2-4** at the Hotel Colonnade in **Coral Gables, Fla.** Visit bit.ly/2J8J980.

Insights Association will hold its Converge event on **December 4-5** in **Los Angeles**. Visit bit.ly/2M8N5M9.

ESOMAR will hold its Client Summit on **December 12-13** at the PepsiCo Inc. HQ office in **Purchase, N.Y.** Visit www.esomar.org.

MREF will be taking a vision trip to Haiti to visit the Joseph School on **January 24-27**. Visit mrgivesback.org.

KNect365 (IIR) will hold its Media Insights and Engagement Conference on **January 29-31** in **Los Angeles**. Visit bit.ly/2eyPzmx.

QRCA will hold its 2019 annual conference on **January 30 - February 1** at the Hyatt Regency Savannah in **Savannah, Ga.** Visit bit.ly/2m68CGV.

Pharma Market Research Conference USA will be held on **February 6-7** in **Newark, N.J.** Visit bit.ly/1Sh6Yhi.

Quirk's will hold the 2019 Quirk's Event – London on **February 12-13** at the Intercontinental O2 in **London**. Visit www.thequirksevent.com.

Merlien Institute will hold its MRMW APAC 2019 event on **February 20-21** in **Singapore**. Visit apac.mrmw.net.

AMA will hold its 2019 Winter Academic Conference on **February 22-24** at the Hilton Austin in **Austin, Texas**. Visit www.ama.org.

Quirk's will hold the 2019 Quirk's Event – New York on **March 5-6** at the Marriott Brooklyn Bridge in **Brooklyn, N.Y.** Visit www.thequirksevent.com.

Centaur Media will hold the Insight Show on **March 6-7** at Olympia Central in **London**. Visit www.insightshow.co.uk.

2019 Global Data Summit will be held on **March 7-8** in **Golden, Colo.** Visit bit.ly/2sRIeoM.

CX Talks: The Customer Experience Summit will be held on **March 11** in **Dallas**. Visit cxtalks.org.

Market Research Society will hold its Annual Conference on **March 12-13**. Visit bit.ly/2IIEiwF.

Merlien Institute will hold its Qual360 NA event on **March 20-21** in **Washington, D.C.** Visit na.qual360.com.

Quirk's will hold its 2019 Quirk's Event – Chicago on **April 2-3** in **Chicago**. Visit www.thequirksevent.com.

Merlien Institute will hold its MRMW NA event on **April 10-11** in **Cincinnati**. Visit na.mrmw.net.

Population Association of America will hold its 2019 Annual Meeting on **April 10-13** in **Austin, Texas**. Visit bit.ly/25wns9T.

MSMR Alumni Association will hold its annual Insights Conference for the industry on **April 11** at the Hyatt Place Arlington in **Arlington, Texas**. Visit msmralumni.org.

CX Talks: The Customer Experience Summit Chicago 2019 will be held on **April 29** in **Chicago**. Visit cxtalks.org.

University of Alberta International Institute for Qualitative Methodology will hold its 2019 Qualitative Methods Conference on **May 1-3** in **Brisbane, Australia**. Visit bit.ly/2kih1qA.

Worldwide Business Research will hold its eTail West 2019 event on **February 19-22** at the JW Marriott in **Palm Springs, Calif**. Visit bit.ly/2pLP4cx.

Merlien Institute will hold its Qual360 EU event on **May 22-23** in **Amsterdam**. Visit eu.qual360.com.

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.

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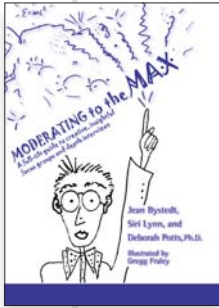
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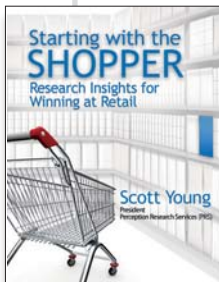
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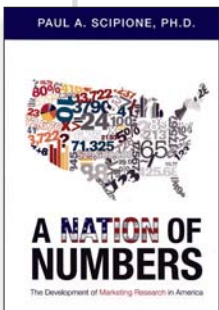
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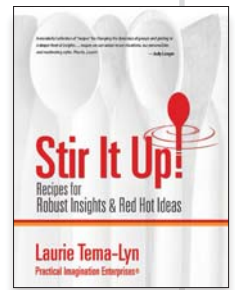
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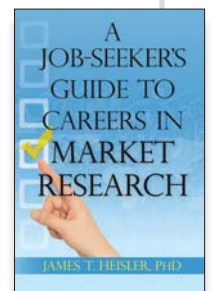*220 pages, 7x10, 978-0615917672 $54.00 paper*
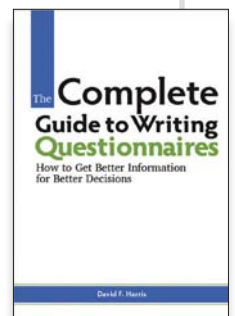
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Chelsea Cutino

Analyst – Consumer and Business Insight, America's Test Kitchen

What tips do you have for researchers looking to facilitate their first qualitative online discussion board?

The initial recruitment survey is so important to carefully think through to set the stage for the quality of the research. I try to start with as large a sample size as possible so I have some ability to pick and choose who to invite back for the discussion. If you can, anticipate what factors you need to measure in order to pick out the right variety of people. I also try to anticipate what details I'll want to present about a person along with their verbatims, for example: Sarah H., 42, Illinois, *Cook's Illustrated* subscriber.

Engagement on online boards can definitely be hard to maintain. I've found it helps to ask people to select their reward before the study begins – we have them pick out a cookbook from a list of choices. That seems to boost motivation and ground them with a clear goal that they're working toward. When the study starts, it also helps to interact with participants and post follow-up questions as much as you can, even if your comment isn't exactly pertinent to the study. As long as participants see that someone is listening to them, it makes a big difference.

What is the most effective way to present study findings to stakeholders?

One of the pitfalls I run into when presenting findings to stakeholders is getting too detailed in the data and graphs in an effort to prove my conclusions. I generally find that they don't need this level of proof and it can end up sort of alienating them. If they have questions about the details you can always address that as it comes up or include it in an appendix. I also try to help stakeholders follow along with my line of thinking by very clearly laying out the potential implication of a finding and how they could apply it. Even if it's not something they'd necessarily do, it helps them think about how findings could have wider impact.

What new research projects and/or methodologies will you be focusing on in 2019?

As our kids brand develops we'll likely gather feedback from kids in reaction to prototype videos, perhaps via remote Skype interviewing or more in-person focus groups.

As for bigger-picture, we're looking into better data management to pull insights across multiple sources of data and being more proactive in pursuing research projects rather than only responding to requests. We're planning on launching our own home cook survey to start trending our different types of customers' cooking habits and attitudes over time.

I also want to explore greater sharing of insights both internally and with customers. We're working on establishing a consumer insights newsletter to send out internally and I want to work on potentially telling consumers specific ways in which their feedback was used to inform improvements to our products.

* Photo credit: EKF Studios

Read the full interview at www.quirks.com/articles/2018/20181122.aspx.

"When the study starts, it also helps to interact with participants and post follow-up questions as much as you can, even if your comment isn't exactly pertinent to the study."

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