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For marketing research and insights professionals



THE QUIRK'S
EVENT

CHICAGO

APRIL 2-3, 2019



PREVIEW
INSIDE!

THE MECHANICS OF MEMORY

ITS ROLE IN BRAND IDENTITY
AND CONSUMER BEHAVIOR

- PLUS**
- A hybrid approach to ad testing
 - Why ad research needs a rethink
 - Moving beyond standard error



ADVERTISING SECTION
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Quirk's Marketing Research Review
March 2019
Volume XXXIII Number 3
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// Noted Posts

... research events

Introducing the Insights Leadership and Talent Summit

Brought to you by the producers of TMRE and The Quirk's Event, the Insights Leadership and Talent Summit is a two-day event designed for end-client insights leaders. Attendees will explore the most pressing marketing research leadership and talent issues through keynotes, hot topic presentations, peer roundtables and panel discussions. To encourage camaraderie, this event is open to end-client/corporate researchers only!



No matter the topic, the goal of the event is to challenge thinking, expand knowledge and tangibly strengthen the power and presence of the insights function within a company. The event will be held at the Radisson Blu Aqua, Chicago, July 15-16. To learn more visit marketing.knect365.com/consumer-insights/.

Looking to attend research events this year?

Quirk's works hard to provide you with the most complete list of marketing research-related events. We highlight a number of events in each issue of Quirk's (pg. 64 in this issue), as well as in Quirk's twice-monthly e-newsletter. In addition, our online event database is searchable by multiple criteria to help you find the event to meet your goals. Check it out at quirks.com/events/

Quirk's Blog

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Gillette's dive into brand activism

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Forming alliances to lead through disruption

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Challenging ingredients: Managing a marketing research project

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Q // E-newsworthy

AI's impact on the market research industry

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Making customized research a priority

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••• artificial intelligence

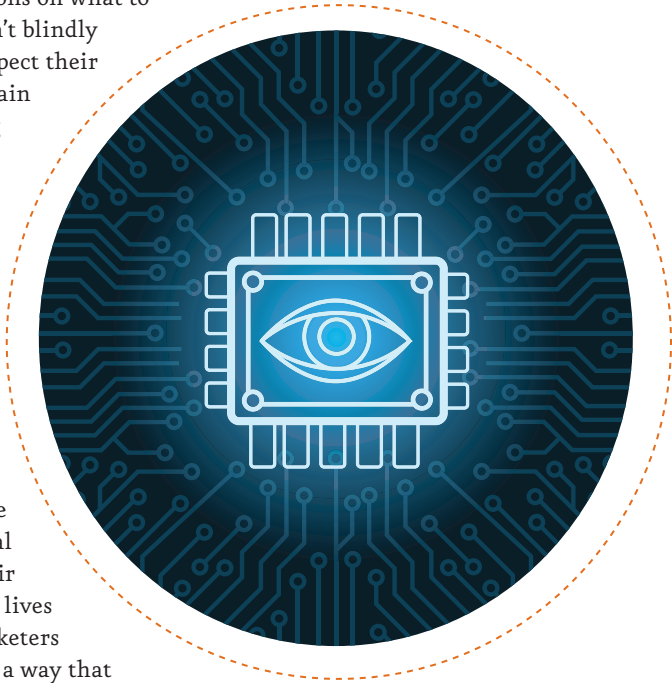
Canadians trust AI but worry about marketers' use of it

While Canadians feel positive about artificial intelligence (AI) in the customer service space and 59 percent would feel comfortable with AI providing recommendations on what to purchase, they don't blindly trust brands to respect their privacy and maintain security, according to research from the second annual Canadian Artificial Intelligence Tracker conducted by Sklar Wilton & Associates, a Toronto-based research firm.

People understand and want the benefits of artificial intelligence in their personal and work lives but they need marketers to implement it in a way that respects their privacy and maintains their security. In fact, 31 percent of people worry that companies might misuse AI to their own advantage and 41 percent believe companies using AI are focused on reducing costs at the expense of people.

Marketers must understand and clarify the role that AI can play in marketing. They need to understand consumer needs, unmet needs and pain points and communicate the company's brand purpose and mission. Clarity around these areas will guide strategic briefs and subsequent development efforts. Marketers must understand the audience, focusing on early adopters who are aware of and experimenting with AI tools today.

This group will ultimately determine the success or failure of AI initiatives. Brands that earn the trust and advocacy of early adopters will create a smooth path for laggards who will eventually follow.



••• sensory research

More whiffs = no lifetime on the hips?

Being surrounded by the scent of a burger or pizza for two minutes is enough to banish your cravings for junk food, new research claims. Smelling the aroma for less than 30 seconds will tantalize you and drive you to give in to temptation. But 90 seconds more will satisfy your senses, according to findings from a new study.

In the study, participants were exposed to the scent of either cookies and strawberries or pizza and apples. Those who sniffed the unhealthy options for less than 30 seconds were more likely to want them. But if the exposure lasted more than two minutes, they stopped finding them desirable and instead craved the fruit.

The findings, published in the *Journal of Marketing Research*, may lead to food-scented air fresheners and room sprays encouraging people to eat more healthily. "Ambient scent can be a powerful tool to resist cravings for indulgent foods," says lead author Dipayan Biswas, marketing professor at the University of South Florida College of Business. "In fact, subtle sensory stimuli like scents can be more effective in influencing children's and adults' food choices than restrictive policies." Thus, ambient scent could be a key to combatting the worldwide obesity epidemic because banning or taxing fatty and sugary treats is unlikely to work.



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It's a learning process

Our inaugural Quirk's Event London has just wrapped a few days before this writing and I'm happy to report that it exceeded all of our expectations. We were shooting for between 600-750 attendees and our final registration count was over 1,200! Conference-goers were pleased with the quality of the speakers, giving them an average rating of 4.2 out of 5. And our hybrid model of part conference, part exhibition also seems to have been a hit: One attendee kindly offered that we had "put the fun back in marketing research events in the U.K.," which might be one of the best compliments we've ever received.

As with any endeavor of this size, it's a learning process and we want to get better. What did we learn this time around?

- U.K. researchers, just like their U.S. counterparts, want an event that is both full of quality content and also fun to attend. Marketing research is serious business but there's no reason we can't have fun doing it.
- We need to educate attendees that once you're in the door, everything at our events is free. We often heard people turn down snacks, drinks,

photos with Scooby-Doo or other exhibit-hall experiences because they thought there was a charge. Perhaps the Brits are simply more polite than the bulk of the attendees at our Brooklyn Quirk's Event, who are not shy about availing themselves of the freebies on offer (and demanding more when the supply runs out!).

- Getting to the event at 9 a.m. was hard for many. London is, well, London – a major metropolis with legendary traffic. Attendance at some of the first sessions of each of the two days was good but it could have been better. We also learned that attendees will stay late, something we weren't sure of given that many conference-goers were locals who had families to head home to rather than a hotel room. In fact, some of the late-day sessions drew the biggest crowds. So for next year we will start later in the morning and keep the event going a bit later.
- Exhibitors who spend some time and money thinking about how to engage attendees fare far better than those who simply stand at their booth waiting for a prospect to approach. We heard some anecdotal comments that the London client-side attendees were "more reserved" than those at our U.S.-based events and were harder to engage in sales-related discussions. We stress repeatedly to exhibitors to make their booths inviting, interesting and fun. Whether it's a unique tchotchke or



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Joe Rydholm can be reached at joe@quirks.com

some kind of virtual reality simulation, give people a reason to stop by. And if you can't swing any of those things, then an upturned, smiling face always helps. We saw and heard about a few too many exhibitor heads tilted down reading e-mails, even during the busiest times of the conference day. Nothing says "I'm not interested in talking to you" more loudly than that.

- That the phrase "ambient packaged cake" exists. Despite my love of ambient packaged cakes, aka those tasty pastries and other desserts that are sold in supermarket bread aisles rather than bakeries, I had never heard them called that before attending a London session. That's one of my favorite parts of conference presentations: you get glimpses into all the different business niches and their attendant lingo and acronyms.

If you joined us in London and have feedback on how things went, please let me know at joe@quirks.com. If you didn't, we will be back in February 2020, again at the Intercontinental O2. Hope to see you there! 📍



www.quirks.com/articles/2019/20190302.aspx

••• advice for researchers

ASK THE EXPERT

Expert answers to important research questions.

When public debate seems to focus mainly on those who shout loudest, how can marketers be sure they're hearing the voices of all consumers, not just the most vocal few?

We agree with the basic premise of this question. The last two years have been full of “shocking” political, societal and cultural changes. But were these outcomes and trends so unpredictable or just initially unnoticed by a society that increasingly insulates itself from non-like-minded people?

The advice from experts who predict widespread trends in their infancy is simple and clear: make it a habit to talk to people from a broad swath of places, perspectives and backgrounds. In a world where we increasingly “bubble” off our social groups and media consumption, that can be a challenge and a catastrophic oversight for those who are tasked with understanding where our society is heading from inside the boardroom or statehouse.

This broader perspective is particularly important for CMOs and CCOs whose job it is to understand the lay of the land as part of any outreach on behalf of a corporation, product or issue. It's critical to hear all voices – not just the loudest – to create effective strategies.

This need has increased in the current noisy communications environment. It is difficult to develop marketing strategies that

break through and are relevant to the conflicting social currents coursing through our country. As marketers thread that needle, the results can sometimes further polarize those to whom communications are meant to appeal (e.g., Nike's Colin Kaepernick campaign, Gillette's recent “Toxic Masculinity” advertising). While this polarization might benefit the brand, strengthening ties to the intended target, that potential impact must be carefully calculated.

As a company with an unusual heritage that stretches across political, nonprofit and corporate worlds, we're deeply familiar with these challenges. Many of our clients come to us because we understand how these complex cross-currents can affect their business.

How we hear less-heard voices

We have begun studying the people who largely keep their opinions to themselves but still make daily decisions about where to shop, what to buy and who to support. As any researcher knows, this is not an easy charge because people who are less engaged in political discourse are also less likely to participate in research. Some of the characteristics of this effort include:

- specifically targeting those whose opinions are not normally heard;
- using multimodal approaches to reaching and engaging people who are not normally interviewed and including both deep



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qualitative and more projective quantitative data; and

- carefully structuring the research engagement to ensure participants feel comfortable expressing their own views, even if they run counter to the mainstream.

With input from these voices, we are able to more carefully calibrate the marketing advice we provide to clients, ensuring they chart a path knowing the full picture of their marketing landscape.

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IN FOCUS

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



// Survey Monitor



••• shopper insights

You can help by not helping me

Study looks at shoppers' in-store wants

With growing e-commerce penetration, omnichannel retailers are looking to differentiate the physical retail shopping experience by leveraging their staffs and enhancing their customer interactions. However, as reported by Marie Griffin of online publishing network Retail TouchPoints, a survey from HRC Retail Advisory indicates that shoppers aren't generally looking for more human help.

The appeal of personal assistance in a store no longer resonates with the

vast majority – 95 percent – of shoppers, based on the 3,000 U.S. and Canadian consumers surveyed. Respondents reported that they would prefer to be left alone while shopping unless they need assistance from an associate.

The survey also revealed a disconnect between what retailers and consumers think about in-store events. While retailers with physical stores are hosting more in-store events to attract and engage customers and build a community of fans for the retail brand, only a minority of consumers (19 percent) who participated in the HRC study expressed interest.

On the bright side, the idea of community-building events appealed to almost one-quarter (24 percent) of respondents in the 10-to-17-year-old age

group (known as Gen Z). This suggests that live events could grow in importance in the future and that in-store happenings could attract more young customers today.

Shoppers are often happier dealing with technology over people, even in physical stores. For example, 85 percent of shoppers would rather use price scanners than ask a store associate for pricing information.

In general, 17 percent of shoppers indicated it was important to have sales associates help with personal product selections in stores, although the desire for assistance varied by product category. More than half (52 percent) of tech product shoppers felt it was important to have knowledgeable in-store personnel help them make the final selection, as compared to 40 percent of respondents who would welcome help when shopping for clothing or personal care/beauty items.

Some technical innovations that are popping up within retail stores, such as augmented reality (AR) features within apparel store dressing rooms, received lukewarm reactions; less than one in five shoppers (17 percent) felt such enhancements were important. Similarly, only 6 percent of respondents ranked customized lighting in dressing rooms as important when shopping for apparel and shoes.

However, consumers generally had a positive reaction to retailers' efforts to reduce friction between online and physical stores. "Buy online pickup in-store" was important to 62 percent of respondents overall but that feature is even more important to technology product buyers (69 percent) and apparel shoppers (65 percent).

The ability to reserve apparel online and try it on in a store before purchasing was important for 42 percent of Millennials and 38 percent of Generation Z respondents. This



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compares to 30 percent of respondents overall.

When it comes to paying for a purchase in a store, consumers gave mixed messages. Just 8 percent of respondents said having the option to pay via a mobile app was important but 30 percent indicated it was impor-

tant to be able to pay a sales associate from anywhere in the store through mobile POS.

Free in-store Wi-Fi was ranked as important by 30 percent of shoppers overall but the rate was one-third higher among Millennials (40 percent) and a whopping 127 percent

higher for Gen Z (68 percent).

In-store Wi-Fi powers the social media sharing that is so important to younger consumers. Approximately 70 percent of Gen Z and 63 percent of Millennial respondents said they turn to social media to share pictures and gather opinions from their friends

••• mobile research

Mobile phone users welcome arrival of 5G

4G's too slow, unreliable

As carriers worldwide continue the race to 5G, Saratoga, Calif.-based technology firm MATRIXX Software connected with over 4,000 mobile users across the U.S. and the U.K. to find out just how much value they place on the next-generation network. Survey results followed similar patterns on both sides of the pond, with mobile users looking toward 5G as a means to solving their current connectivity problems. More importantly, for the mobile ecosystem looking to profit from the launch of 5G, respondents revealed a willingness to open their wallets if 5G delivers an enhanced connectivity experience.

Survey respondents were quick to share how current 4G services are wearing out their welcome, with nearly 70 percent of mobile users surveyed across both continents complaining that 4G connectivity is too slow, isn't available everywhere and is not reliable in heavy traffic areas. While consumers are well aware of the promises touted by operators around pending 5G technology, half of respondents are unsure if 5G will deliver on its potential.

Underscoring the importance for operators to properly communicate the value of 5G, the survey highlighted that consumers are willing to increase their spending for 5G benefits when they buy into the promise of the technology. Specifically, of the 33 percent of consumers who expressed confidence that 5G will be the answer to their connectivity issues: 87 percent plan to upgrade their phones to a 5G-enabled device; 78 percent are willing to pay more for those 5G-enabled mobile devices; 88 percent are willing to pay more for 5G network access; and 76 percent say they will switch carriers to get 5G connectivity.

This aligns with recent research from PwC that found consumers are willing to pay a price premium of as much as 16 percent for quality customer experiences. "The feedback from consumers paints a very clear picture for operators: 'Deliver a 5G experience worth the attention and we'll gladly pay for the privilege of using it,'" says Dave Labuda, founder, CEO and CTO of MATRIXX Software. "In an industry fighting to keep customers amidst consolidation and competition from digital MVNOs and OTT players, 5G presents a real opportunity to deliver a powerful value-add to the consumer. Speed-to-network isn't the whole battle. The operator who wins the 5G race will be the one to deliver an entirely new experience that trumps what is available to consumers today."

While only 16 percent of consumers said they do not believe 5G will solve their current frustrations with their mobile service, not surprisingly, these respondents would not pay more for 5G. However, when taking a closer look at the reasons why, only 19 percent said the potential benefits didn't justify the added cost. Instead, these consumers were more apt to respond: their current service was good enough (32 percent); that carriers will eventually provide 5G anyway (24 percent); and they simply couldn't afford to pay more (25 percent).

These findings confirm that delivering value from 5G will prove far more critical in its adoption than price sensitivity. Additional research into 5G adoption has highlighted similar concerns, demonstrating that operators will see little return for network superiority if not tied directly to enhanced consumer experiences (Strategy Analytics).

MATRIXX Software surveyed 4,048 mobile users across the U.S. and U.K. between the ages of 18-65. Respondents were evenly split between Apple and Android-based devices.



and family before they buy, particularly in apparel.

The HRC survey also indicated that consumers are more open to receiving marketing messages on their personal smartphones than they were a few years ago. Nearly one-third (34 percent) of respondents were interested in receiving promotional and sales information directly on their smartphones as soon as they enter a store. An even higher 76 percent of all respondents indicated that they would like an in-store app that would provide personal recommendations.



••• restaurant research
Dash and dine

Offers can entice new restaurant visits

Although the majority of consumers say they “usually visit the same restaurant,” diners are still willing to switch destinations based on promotions and coupons, according to research by Livonia, Mich., media delivery company Valassis.

The firm’s Tempting the Dynamic Restaurant Customer study found that 30 percent of consumers are switching their fast-food and casual-dining choices due to savings, with 25 percent doing so for fast, casual and pizza places. Interestingly, only about 10 percent say they switch based on the lowest prices.

Additionally, 34 percent of consumers are influenced to visit a restaurant if they receive an offer on

their smartphone/mobile device when near that location, with this percentage rising among parents (57 percent) and Millennials (54 percent).

“When it comes to restaurants, consumers often revisit their tried-and-true spots but our research also finds that these individuals can be readily persuaded to visit new locations through relevant and timely offers,” says Valassis CMO Curtis Tingle. “Restaurants can leverage flash sales, quick-turn digital media and location-based promotions to engage and activate these audiences. Consumers are increasingly dynamic and understanding which tactics activate specific audiences helps marketers develop more personalized offers, resulting in a greater return on ad spend.”

Additional takeaways from the study include:

Local restaurants can compete with national chains through location-based promotions and deals. Fifty percent of consumers prefer to dine at local restaurants versus national chains, with this number rising among parents to 59 percent.

A diverse recipe of offers and promotions entices switchers’ restaurant selection. For repeat restaurant visits, value/dollar menus and everyday low prices activate the most switchers (58 percent), with buy one, get one (BOGO) offers being almost equally influential (57 percent). When spurring new restaurant visits, BOGO and new/limited-time offers reign supreme (54 percent each).

Different media types satisfy different objectives. If a restaurant wants to share offers, promotions and relevant information and drive traffic, mail is ideal. Fifty-five percent of consumers prefer to receive these types of messages from direct mail sources and 25 percent favor TV. With Millennials, direct mail and mobile channels are preferred (44 percent and 40 percent, respectively). If promoting a grand opening, restaurants should consider mail, mobile and TV: 43 percent of all consumers utilize mail and TV sources to learn about new restaurants; 50 per-

cent of Millennials check the TV and 36 percent use mobile and online sources. Apps also present a ripe channel for brands to promote deals and loyalty programs, because more than half of deal-savvy diners have at least one food and dining app on their smartphone.



••• shopper insights
Rich in influence as well

The habits of the global affluent

The Global Affluencer is a global affluent consumer who has more disposable income, travels more and spends more on goods and services than other people. He or she is also the first to try new products and then tell their networks about them, according to the Ipsos 2018 Global Affluent Study.

The study polls more than 82,000 high-income consumers in 47 countries. Some key findings from the study include:

The affluent lead the world in early adoption. Thirty-five percent of those surveyed are always among the first to try technologically innovative products (this is highest in the Middle East with 70 percent wanting to purchase the very latest tech products).

The U.S. rules the world when it comes to ownership of wearable tech: 65 percent of the American affluent now personally own either a smartwatch or smart glasses, followed

by 49 percent in the Middle East.

Globally the affluent are responsible for taking more than 330 million return international air flights a year. The most frequent international travelers are from the Middle East, with 30 percent taking five or more international return air trips every year. Globally over a fifth of affluent consumers surveyed stay for more than 21 nights a year in hotels. However, the Europeans are most likely to be filling hotel rooms, with 43 percent spending 21+ nights in a hotel.

They are heavy international media consumers. Nearly 80 percent of the global affluent population watch one of 43 international television networks in an average month, while over a quarter read at least one of 37 internationally distributed newspapers or magazines. Just under half access the Web sites of any of these media brands in an average week.

The Ipsos Affluent Study is conducted across Europe, the Middle East, Africa, Asia-Pacific and the U.S. and examines the characteristics of affluent categories such as finance, automotive, travel and more. It provides insights into demographics, a number of psychographic statements, product usage, lifestyle/leisure and media usage.



... insurance research Caught me at the right time

Messaging critical to
interest insurance switchers

Despite automotive and homeowners insurance reaching record

highs in customer satisfaction last year, Livonia, Mich.-based media delivery firm Valassis' newest Dynamic Shopper research found that about 15 percent of respondents are currently in-market for home, auto and life insurance. With this in mind, insurance providers can capitalize on these potential switchers by understanding what they value in an agency and coverage plan.

Based on data from more than 1,700 respondents, Valassis found approximately 30 percent of auto and homeowner insurance holders haven't reviewed their policies in many years and 32 percent typically review or reconsider their plans annually. Additionally, about 10 percent indicated they are prompted to reconsider their personal insurance needs by an interesting ad (and this number is even higher among parents and Millennial parents). One of the biggest barriers to switching is the perception that it will be difficult to do so. Valassis found that 25 percent of customers remain with an insurance company they aren't happy with because it seems too complicated to switch (this number rises to 41 percent among parents and 36 percent for Millennials). Still, insurance providers have a viable opportunity to entice these consumers to switch by making the process seamless and convenient.

When selecting an insurance provider, customers look for the lowest price (56 percent); fast and easy claim settlement (49 percent); relevant service offerings (49 percent); and protection of personal data (47 percent). For those who changed providers within the last year, it was a relatively quick decision – while 91 percent researched their choice before switching, 45 percent spent a week or less doing so.

Insurance carriers that can make the transition to a new provider effortless while also offering wallet-friendly, personalized deals can entice on-the-fence consumers to switch," says Curtis Tingle, CMO, Valassis. "Ease, savings and timeli-

ness are key. Insurance carriers must know when consumers are in-market – and deliver relevant communications to influence their decision."

To attract as well as retain customers, insurance providers should keep the following additional data points in mind:

When researching personal insurance coverage options, consumers find the following most valuable: family and friends (40 percent); online articles and reviews (38 percent); mail (21 percent); online advertisements (20 percent); and television ads (20 percent).

A cross-channel media and personalization strategy is key for today's insurance providers: 66 percent of consumers feel more loyal to companies that reward with personalized discounts and offers. However, these personalization efforts should not be invasive, with RetailMeNot recently identifying which types of information today's consumers are and are not willing to share: 63 percent like to receive insurance information in print to review and save; 32 percent need to see multiple ad messages in both print and digital media to consider switching insurance providers.

The Valassis Awareness-to-Activation Study is an ongoing study fielded in conjunction with researcher The NPD Group Inc. The sample was derived via an online survey and all participants were at least 18 years of age and living in the contiguous U.S. Approximately 10,000 respondents are surveyed annually. The specific data included in this report is from the research wave fielded July 27, 2018 to September 28, 2018 to more than 1,700 respondents and is balanced by age and gender to U.S. Census demographic profiles.

Q

IN FOCUS

Product and Service Update

••• retailing research

First Insight expands merchandising platform

Incorporates more customer feedback

Warrendale, Pa., technology company First Insight Inc. has expanded its merchandising platform to include: capabilities that allow retailers and brands to create assortment plans for new products by incorporating real-time customer feedback; a new mobile app; integration with third-party panels; global capabilities, with the company's solution now operating in 30 countries; visual dashboards; and compliance with GDPR and SOC-2.

First Insight's patent-pending InsightPlanning application enhances assortment decisions by combining real-time consumer data and historical data with analytics to deliver unit recommendations that allow merchants and planners to accurately weight buys. The resulting solution is one that is influenced by consumer preferences on items for upcoming seasons. Plans can be optimized for various metrics including units, margin or sales to meet financial targets, thereby reducing

stock-outs and overstocks.

The platform also lets retailers and brands hear from those who may not be shopping their stores or Web site. Wholesalers can listen to the customers of each of their retail channels and global retailers can gain insight from consumers in each of their targeted countries. This is made possible by First Insight's integration with third-party panels, enabling access to panel respondents directly from within the system. This capability is designed to accelerate the speed of testing and simplify the process while reducing the overall cost of panel respondents.

www.firstinsight.com

••• qualitative research

QualBoard 4.0 debuts

Expanded group discussion capabilities

Nashville, Tenn., company 20|20 Research has added expanded capabilities for group discussions, long-term communities and more within its QualBoard version 4.0. The group discussions are designed with a streamlined interface and are more dynamic, with options for more question types and enhanced logic and skip patterns, including those based on key words in open-ended text. Discussions can also be managed on any device without the need to download a mobile app. The system also features real-time e-mail that allows participants to respond to probes and follow-ups via the e-mail message without logging into the system, as well as real-time video chats that allow further exploration with select respondents. And the platform's analytics engine lets researchers use concept, keyword and sentiment extraction, as well as image analysis, to save time and assist with reporting.

www.2020research.com

••• data analysis

New release of WinCross

WinQuery also updated

Scottsdale, Ariz., researcher The Analytical Group has released WinCross v19, its statistical crosstabulation and data analysis software. WinCross 19 includes NPS statistical testing, calculation of outliers, advanced sample balancing and quicker processing time. The company has also released WinQuery and QueryWeb v19. WinQuery is a phone and tablet interviewing platform and QueryWeb provides Internet-based surveying capabilities. WinQuery 19 includes new digital survey recording in MP3 format, caller ID display control, a sample tool to automatically remove duplicate phone numbers and a combine data option to include only the last dialing based on a key field.

www.analyticalgroup.com

••• trend research

Applied consumer trends model now available

UP for the U.K.

U.K. consumer insight agency Join the Dots has launched UP Trends, an applied consumer trends model aimed at U.K. businesses. The 14 trends are underpinned by positive psychology and rooted in consumer needs that tap into universal human drivers that provide happiness and well-being. Each trend has been identified and quantified through a combination of the company's online communities and a representative survey of 2,000 people, which measured how developed each trend was amongst the sample set of target consumers. UP Trends will allow the company to apply trends at a local, human and actionable level.

www.jointhedotsmr.com



www.quirks.com/articles/2019/20190304.aspx

●●● Briefly

■ Research and analytics company M Science has launched auto retail data on its M Data Viz platform. The offering leverages vehicle registration data to provide customizable analyses into the new, used and late-model used vehicle market. Clients can filter the nine dashboards to obtain granular data like the vehicle make, financier, financing type and fleet mix. www.msience.com

■ Market researcher Paul Hague has launched *The Business Models Handbook*, a book that features 50 of the most popular strategy models such as SWOT, Porter's five forces, customer value propositions, customer journey mapping, Maslow's hierarchy of needs and the 4Ps. www.b2bframeworks.com

■ Flemington, N.J., company HCD Research has launched HCD Brand Harmony, a tool that integrates the brand, marketing and product experience to create cohesive consumer experiences. The tool uses a combination of psychological, neuroscience and traditional research methods to help marketing and product development teams ensure that their "product and promise" are consistent. www.hcdi.net

■ U.K. consumer insight agency Join the Dots has launched Insight Ecosystem, which the company says is intended to pre-empt the transformation of online communities. It was designed and developed by the company's innovation team and uses a range of research approaches including question tools, social intelligence capabilities and ethnography apps. www.jointhedotsmr.com

■ Customer experience management company Market Force Information has expanded its offerings to include in-person and online focus groups, allowing clients to obtain qualitative insights about their customers and prospects. The company is deploying the services through a partnership with data collection firm Focus Pointe Global, giving Market Force clients access to 20 focus group

www.quirks.com

facilities, a panel of more than 1.6 million consumers and trained moderators. www.marketforce.com

■ Online research platform Discuss.io, Seattle, has launched its Pulse program, which enables live video conversations directly between consumers and marketers to help build and strengthen consumer empathy. www.discuss.io

■ Irvine, Calif., company MFour Mobile Research has introduced digital brand studies, providing ad effectiveness measurement for digital advertising. The studies obtain survey feedback from mobile consumers, allowing brands and agencies to assess lift, awareness and intent to buy using deterministic data. mfour.com

■ London-based research firm MESH Experience has released its league table of retail banks in the U.K., based on its subscription retail bank study evaluating over 25 retail banks. The ranking shows how each brand performs on three metrics: share of experience; experience positivity; and brand consideration. www.meshexperience.com

■ ROI Factory, a Northern California-based marketing analytics agency, has launched new analytics services. The company offers consulting and executional services including analytics audits, general analytics strategy and insight, reporting and more. roifactory.com

■ San Francisco-based customer success platform Salesforce has announced new additions across its Commerce Cloud platform. With the expanded platform, companies will be able to extend Einstein AI-powered commerce and image search; activate inventory in real-time across channels; and innovate commerce experiences. www.salesforce.com

■ Digital research agency MetrixLab has launched Immerse, a digital qualitative research solution that allows clients to engage consumers in the early stages of the creative development process. The solution features a live online group dis-

cussion hosted on an AI-powered digital platform. Powered by Remesh, the discussion platform's AI technology allows users to analyze the feedback of large groups of respondents in real-time. www.metrixlab.com

■ Chicago-based researcher IRI has introduced Campaign Conversion Feed, a solution that links demand-side platforms with IRI's purchase-based audience data assets to allow CPG manufacturers and retailers to optimize their programmatic advertising campaigns while they are in-flight. www.iriworldwide.com

■ London-based researcher Kantar has announced Kantar Marketplace, an on-demand research and insights store. Kantar Marketplace will combine validated sample reach to 80 million consumers worldwide with self-serve custom surveys, insights solutions and consulting. www.kantar.com

■ Stamford, Conn., technology research and advisory firm Information Services Group has launched ISG InformX, a data-as-a-service solution that leverages a validated IT data repository to provide intelligence on how an enterprise is performing against its peers. www.isg-one.com

■ Civicom Marketing Research Services, Greenwich, Conn., has launched a streamlined interface for requesting human transcriptions for Glide Central, its qualitative content curation and management solution. www.civicomrs.com

■ Auckland, New Zealand, research solutions firm Infotools and research agency MDI Global have released a paper covering a new model for mobile-first consumer data collection and processing. The case study covers how a suite of MDI Global mobile apps and Web-based interfaces provided a platform for collecting data for an Australian dairy company. Infotools Harmoni was used to manage the data sets and provide insights. www.infotools.com www.mdi-global.com

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Moving beyond standard error

| By Jerry Thomas

snapshot

Jerry Thomas explores a host of survey errors and offers tips on how to avoid them.

The world is awash in data from surveys of all types. The rise of low-cost, do-it-yourself survey tools has added to the flood of survey data. We can scarcely buy a toothpick without a follow-on survey to measure how happy we are with it.

All of these surveys and the data they generate – often based on relatively large samples – tend to create a false sense of accuracy, based on the calculated standard error.

The standard error is a widely accepted measure of sampling error and it is typically the basis for the “accuracy of this survey is 5 percentage points, plus or minus, at a 95 percent level of confidence” footnote in research reports or survey results in newspapers, magazines or Web sites. The standard error is the basis for significance testing. The standard error assumes that:

- A sample is chosen by purely random methods from among all members of the target universe.
- All potential respondents do, in fact, respond to and participate in the survey (i.e., no response bias).
- The results of many identical surveys of the target universe are normally distributed – i.e., the famous bell curve.

If these basic assumptions are met, and they rarely are, the standard error gives us a reasonably accurate measure of the sampling error in our survey data. However, the sampling error is

only the tip of the iceberg. Many other types of survey error lie in wait for the innocent and the inexperienced.

Universe definition error

If a mistake is made in defining the universe for a survey, the results can be very inaccurate. For example, if the universe for a liquor survey is defined as males aged 21 to 29, based on a belief that young adult males account for the bulk of liquor sales, the survey results could be completely misleading. The truth is that people aged 50-plus account for a large share of liquor sales. This is a good example of a potential universe definition error.

Another example of a universe definition error is what happens in a typical customer satisfaction tracking survey. People who are unhappy with a company’s services or products stop buying them, so they are no longer customers. The company’s executives are happy, because satisfaction survey results are gradually getting better month by month, as unhappy customers drop out of the sample by becoming non-customers.

It is not uncommon for a company with declining customer counts to see its customer satisfaction ratings going up. The universe is changing over time, as unhappy customers leave. Universe definition errors, in most cases, will change survey results by significant amounts, usually much larger than the sampling error.

Sample screening error

Sample screening errors are similar to universe definition errors in that we end up with a



www.quirks.com/articles/2019/20190305.aspx

group that's not representative of the target universe. Most surveys consist of two parts: a screener to filter out consumers who don't qualify for the survey and a questionnaire for those who do qualify. Sample screening errors are common and they can introduce large errors into survey results.

For example, let's suppose a company wanted to survey people likely to buy a new refrigerator in the next three years. Such a survey might screen out consumers who purchased a new refrigerator in the past three years on the assumption that these individuals were out of the market. Nothing could be further from the truth. That past-three-year refrigerator buyer might decide to buy a second refrigerator for the home, or they might buy a second home that needs a new refrigerator, or they might buy a refrigerator for their adult son or daughter.

That buyer might also have a growing family that demands the purchase of a new, larger refrigerator or one family member might just get tired of the old refrigerator and want a new one. Survey results based on a final sample that excludes these past buyers of refrigerators would produce inaccurate results.

Non-response error

It's always possible that the people who do not respond to a survey are somehow different from those who decide to answer the survey. The U.S. government is especially concerned about non-response error and often requires its research agencies to make a large number of attempts to complete a survey before giving up on a potential respondent.

With the move to online surveys over the past 20 years and the increasing demands for instant survey results, the risks of non-response error are greater now than in the past. Ideally, the invitations to an online survey would be spread out over a seven-day period (to include a weekend) and would be e-mailed at a slow pace, with reminders on the third day to all those who had not responded. This process would tend to minimize non-response error but it does not eliminate it completely.

Agenda error

A questionnaire is a set of questions. These questions create an agenda for the survey and create an agenda in the survey-taker's mind. The subjects or topics of the questions can influence the results of the survey. If the first question asks about the dangers of knives in the kitchen, then a danger agenda is created in the survey-taker's mind. Perhaps that individual never thinks much about the dangers of knives but we've now planted an expanded awareness of knife-related dangers and this might color the results of all the following survey questions.

Question-wording error

There are many types of question-wording errors and these can be large sources of error in final survey results. As an example, suppose we asked the following question:

"Do you agree with leading scientists, college professors and medical doctors that marijuana should be legalized in the U.S.? (choose one answer)

-- Yes, I agree marijuana should be legalized.

-- No, I do not agree that marijuana should be legalized.

The above question is obviously leading and biased. A more neutral wording of the question might be:

"Do you think marijuana should be legalized for adults in the U.S., or do you think marijuana should not be legalized for adults in the U.S.?" (choose one answer):

-- Marijuana should be legalized for adults in the U.S.

-- Marijuana should not be legalized for adults in the U.S.

As you might guess, the second question will give us a much more accurate measure of public attitudes toward the legalization of marijuana. Poor composition of questions – that is, wording error – is one of the greatest sources of survey error.

Answer choice error

The vast majority of questions are closed-end; that is, respondents are presented with a set of predetermined

answer choices. If you have not conducted some really good qualitative research before designing the questionnaire, you are at risk of coming up with answer choices that might not capture all of the answer possibilities.

Do you include a "don't know" answer option? This can dramatically change the results to almost any question. Sometimes, knowing that 45 percent of your customers don't know the price they paid for your product is important information. When crafting survey answers, it's easy to leave out answer possibilities. You get results and they look reasonable but you did not include the most important answer choice, so all of your results are meaningless.

Pre-testing or pilot-testing every new questionnaire is absolutely essential to prevent answer choice errors. Incomplete answer choices are a major source of survey error.

Transition error

If you are composing a questionnaire on the subject of peanut butter and you suddenly switch to the topic of potato chips, respondents may overlook the change. It's not that respondents are not paying attention; they are thinking about peanut butter and concentrating on peanut butter, so everything starts looking like peanut butter and they completely miss the change in topic to potato chips.

Transition error can also creep into rating scales. If a rating scale suddenly changes during a survey, the respondent might not recognize the change. For example, if a rating scale goes from "excellent, good, fair, poor" to "poor, fair, good, excellent" in the middle of a survey, even the most alert participant might not notice the change. Using many different types of answer scales within a questionnaire can lead to the same type of error. The respondent accidentally misreads the answer choices as the questionnaire bounces around from one scale to another.

These sequencing and transition errors can be a significant source of survey error. It's especially a problem in omnibus surveys that contain many blocks of questions on different topics.

Order error

If answer choices are not rotated or randomized, survey error is the result. For example, in a paired-comparison product test, the product tasted first tends to be preferred by 55 percent of respondents (give or take), even if the two products are identical.

If two new product concepts are compared, the one shown first (all things being equal) will be preferred over the one shown second. If a question is followed by a long list of brands or a long list of possible answers, the brands toward the top of the list will be chosen more often, all other factors being equal. That means it's important to rotate or randomize the answer choices to prevent order error.

Of course, not all answer choices are rotated or randomized, because some questions don't work if the answer choices are out of order (e.g., a purchase intent scale or a ratings scale). Order error is typically not a huge source of error in most surveys but in some instances it can be of major significance.

Assumed knowledge error

Survey creators often assume that survey participants possess more knowledge about a topic than is the case and assume that survey respondents are familiar with the language and terms used in the survey – when often they aren't. Frequently, survey participants simply don't understand the words and terms in the questions or they don't understand the answer choices. People will almost always give an answer, even if they have to guess. Assumed knowledge error is a potential problem in both consumer and business-to-business surveys.

Tabulation error

Every company that tabulates survey answers makes assumptions and sets operating procedures that affect the reported results from a survey. For example, in calculating an average for grouped data, there is latitude for differences or error. In calculating average household income, as an example, how does one count the “under \$25,000” income group? Do you count an “under \$25,000” answer as \$25,000? Or do you count it as \$12,500? Or as \$18,750? What about household income greater than

\$250,000? Do you count that household's income in computing an average as \$250,000 or \$300,000 or what? If a question asks how many times people have gone swimming in the past year, do you calculate an average number of times or do you look only at the median? The base chosen to calculate a given percentage or average can change the results dramatically. These tabulation decisions can be a source of major differences or error.

Social desirability or social pressure error

We humans are highly emotional, social creatures. We want others to like and admire us. This leads to something called social desirability bias or social pressure error, particularly in surveys conducted by a human interviewer (face to face and/or by telephone). The respondent gives answers intended to make the interviewer think better of the respondent.

For example, the respondent might say he has a master's degree when he only has a bachelor's degree; or the respondent might say that he goes to church every Sunday, when in truth he only goes once every six months. These social desirability biases are muted in online surveys or mail surveys but they never disappear completely.

Translation error

If the same survey is conducted in the U.S., France, Germany and China, the translation of English into the other languages introduces differences (error) into survey results. That is, the results in English will be different from the results in French, German and Chinese, purely because of language differences. Even if you are working with a highly skilled translator with marketing research experience, the questionnaires across different languages will never be the same.

Cultural error

On top of the differences in language from one country to the next, cultures tend to be different. Some cultures are lively and festive, others drab and dull. Some cultures are happy and positive, while others are serious and dour. Some cultures like to give positive, glowing answers, while other cultures tend toward a negative worldview. These cul-

tural differences lead to differences in survey results. We can think of culture as another source of bias or error.

Overstatement error

If you ask consumers how many cans of pinto beans they purchased in the past year or month, they will overstate the actual number of cans purchased by a factor of two or three to one. For high-priced products, the overstatement factor might be four or five to one or even higher. If the researcher accepts these reported purchase numbers at face value, the survey results will overstate the true numbers by huge margins. Likewise, if a consumer is asked how likely she is to buy a new peanut butter, she will overstate her likelihood to purchase by a factor of at least two or three to one. If the manufacturer bases sales projections on these inflated purchase intentions, far too many jars of peanut butter would be produced and shipped. Overstatement error is huge for certain types of questions and is another major source of error in survey results.

Interpretation error

Overstatement error can lead to interpretation error. Let's suppose you have completed that new product concept survey and are ready to write the report – and impress your boss. Thirty-two percent of respondents said they would “definitely buy” the new product and 23 percent said they would “probably buy.” Let's see, there are about 120 million households in the U.S., so 55 percent (32 percent plus 23 percent) means that 66 million households might buy this new product. And the respondents said they would buy the new product six times a year and its price is \$9.95. So 66 million times \$9.95 times six equals market potential of just under \$4 billion dollars. Wow! Your boss is going to be so happy when she hears the results. Your ascension to the corporate throne is only a matter of time.

This tongue-in-cheek example illustrates the kinds of interpretation errors that human judgment can introduce into survey results. Yes, you used the results from the survey exactly as printed out in the crosstabs. The numbers are correct. But your \$4 billion market potential might only be \$200 million once an experienced researcher discounts the survey re-

sults and adjusts for planned advertising spending, awareness, distribution and competitive response. The interpretation of survey results is often a major source of error.

Unconscious error

If you are emotionally involved in a corporate project, say, the development of an exciting new product, you might just fall in love with the innovation that you are bringing to the world. When the higher-ups want some evidence to support your unbridled enthusiasm, you design a survey to provide the answers. Your enthusiasm, your emotional involvement and your love of the new product causes you, without conscious awareness, to slant the definition of the sample and the wording of questions to provide the affirmation you so badly want. This is a major source of survey error, especially when corporate surveys are conducted directly by corporate employees.

Crosstabulations and significance testing

Many researchers demand that cross-


tabulation tables be cluttered with significance tests based on the standard error (i.e., sampling error) or they spend considerable time running tests to determine if survey results are statistically significant, again based on the standard error. In the grand scheme of marketing research, sampling error is typically a minor source of survey error, compared to all of the other sources of error, yet it consumes 100 percent of the typical researcher's attention and time. It might be wise to skip the significance testing in crosstabs and charts and instead focus attention on the other sources of potential error – where risks and degree of error are much greater than sampling error.

Minimize non-sampling errors

Significance testing based on the standard error is vastly overrated in importance and it might actually cause us to overlook what's really important in research design, questionnaire design and survey interpretation. Instead, marketing directors

should focus on minimizing non-sampling errors to dramatically improve the validity, reliability and accuracy of their survey research.

In addition, researchers should always pre-test or pilot-test a totally new questionnaire design. They should recuse themselves from a survey if they are emotionally involved in the subject of the survey or best friends with the brand manager.

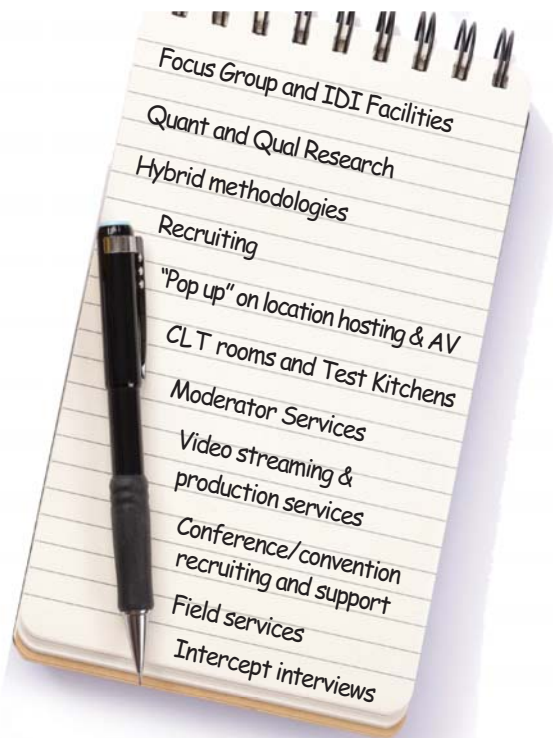
Researchers should also check their survey results against previous surveys and against secondary data to make sure the survey results are reasonable and within acceptable ranges. Those involved in research should always be skeptical. If something seems amiss or out of kilter, they should keep searching for the explanation or the source of the error. Ultimate truth is elusive and shy and it's our job to coax it out of the shadows. 

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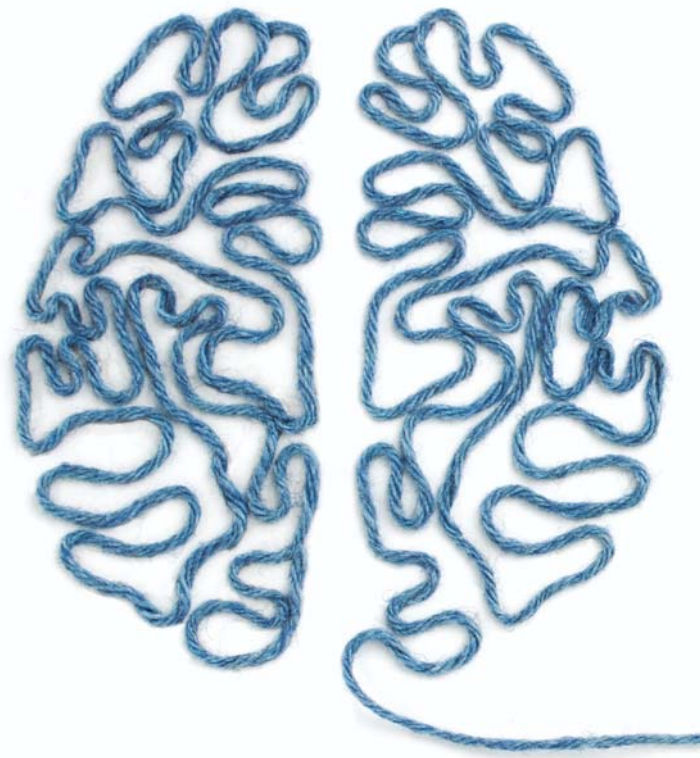
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••• advertising research

Create a lasting impression

Marketing: the memory-making business

| By Amy Shea and Emily Higgins



snapshot

The authors use a “head, heart, hand” rubric to frame a discussion of humans’ three memory systems and how they impact responses to advertising.

“The human brain . . . just think about this problem for a second. Here is a lump of flesh, about three pounds, which you can hold in the palm of your hand. But it can contemplate the vastness of interstellar space.”

– Vilayanur Ramachandran, neuroscientist

You don’t often think about your brain. You use your brain to think about everything else but that “lump of flesh” doing the thinking. And that’s how it should be most of the time, at least for us non-neuroscientists.

But for now, let’s do think about why thinking should matter so much to brands. Because as we go through our days, living our lives, we’re all also collectors, unconsciously picking and sorting through a barrage of stimuli that we are taking in beneath our awareness: images, sensations and emotions that swirl around us in endless supply. And what gets sorted to be attended to – the brain activity that brings something to our awareness – should matter to brands. A lot.

So, what are we sorting for, exactly? And, when we get it, what do we do with it?

The first question is a bit easier to answer than the second.

In short, we are sorting for what has meaning to us. The brain is programmed to search for intention. Are you friend or foe? Is this thing in front of me happy, harmless or hurtful? We are, in essence, sorting for what will keep us alive in the most pleasurable way possible.

There is a reason evidence of storytelling exists from before written language. Stories are, as screenwriting teacher Robert McKee says, “equipment for living.” They need not be grand or epic. They can be the simple narrative of what happens when the central character puts her hand into a fire and is burned. An inciting incident of inserting a hand into flames leads to the story’s painful climax and closes with the denouement of attempts at repair. While hardly *Gone with the Wind*, it is one of the very first stories we learn. And, importantly, it is a story we keep.



www.quirks.com/articles/2019/20190306.aspx



Why? The question may seem absurd at first but behind it is the brilliant way the human brain works. We keep the story because it guides our decision-making – what our intention should be to get the thing we want. A very important thing we want is to stay safe. So we store a narrative about fire as a memory. And far from something that fades away in a mental dustbin, it is always there at the ready to guide our decisions in those beach bonfire and BBQ moments.

This simple concept is incredibly complex because we keep countless stories in our memories. They were put there, unconsciously, by us. And their entire purpose is to help us make decisions in the present that impact our future.

We don't keep them because we're sentimental or we simply want to; we keep memories because our minds think we need to. Some, like avoiding contact with fire, feel instinctual to us as adults. But we learned it, as any parent of a young toddler can attest to. And this is the purpose of memory. Memory is there to help us choose. Daniel Kahneman in his now-famous book *Thinking Fast and Slow* refers to this decision maker as the remembering self. And as he says, "The remembering self may be wrong, but it is the one that makes decisions."

And that is why brands should care. It's the remembering self that chooses what to buy the majority of the time, among other decisions. Impulse buying may work for the occasional lipstick, because the stakes are so low that memory just gives you the side-eye and lets it slide; it remembers that this is harmless and even fun. But don't try to buy a sportscar without memory bringing up that credit card mess you got yourself into last time and the pain it inflicted with its consequences. You may end up creating a highly-fictionalized narrative in your head that justifies why the car should be yours but you will call on a "sense-making" narrative and not simply emotional response.

So why is so much attention given to emotion? Because emotions

remain the most powerful motivator when it comes to decision-making. They are absolutely the captain on Team Memory. There are three memory systems that weigh in when it comes to making a choice. And the more that brands understand how memory works and can unpack its sorting process, the more likely the brand will be kept as a branded memory and be chosen.

Three distinct aspects of the brain

The race to stop the devastation of Alzheimer's disease has led us to a deeper understanding of how memory actually works. Scientists now understand that there are three distinct aspects of the brain that collaborate on the creation of memories and we have a much deeper knowledge than in the past of how they operate.

These three systems the brain employs in the job of memory-making are best described by what they actually do. They are referred to by academics as semantic, episodic and procedural.

Semantic memory is the place where concepts live, such as $1 + 1 = 2$ and all the stories that teach us about how life works and its causes and effects – such as what can happen to if you stick your hand in a fire. This is the part of memory that requires cohesion and meaning and nothing gets in its way like confusion. When faced with a confusing story we either struggle to make it make sense because it's important or we abandon it, especially if it's a very unimportant thing called an ad.

Episodic memory is personal and emotional; it's your memory of where you were on 9/11 or when Obama was elected or when Princess Diana passed away. It's an "episode" that happened in your life story. Even if it physically happened to someone else, it also happened to you and carries emotional information that can be accessed. When these personal episodes are linked to a cohesive and relevant narrative, the emotions are magnified by the narrative's meaning. We have all had this experience watching a film with a story that has us so engaged that we literally feel the emotions by an order of magnitude.

Procedural memory is how you know how to drive a car or drink a glass of water without

thinking about it anymore – skills that once upon a time had to be rehearsed with a great deal of cognitive strain. We now know that there are actually things called mirror neurons in the brain whose job it is to rehearse actions we see and experience them the same way we do if we were doing them ourselves. Effectively rehearsing emotionally meaningful experiences in a clear and relevant narrative is a winning trifecta in branded communications.

Another way to think about these three memory systems in the context of communications is head (semantic), heart (episodic) and hand (procedural). Head, heart and hand gives us and our brand and agency partners an intuitive way to describe how memory works when it comes to a brand's communication strategy.

Impact it can have

We recently conducted a case study, one that was not client-specific, which allows us to explore the kind of insights that branded memory research delivers and the impact it can have on a brand's strategy. The two-phase study looked at the casual-dining category (CDR) and though we won't be addressing the other categories in the study here, we also included the fast-casual dining and family-dining categories in order to identify what was unique to the CDR category.

This study was done in two phases because we needed first to identify the most powerful story in the category (the head) and what emotions are triggered by the category (the heart). Until we have the story and the right emotions identified, we cannot source a comprehensive selection of images that will help us identify the visual language that will align and act as a powerful rehearsal for the viewer (the hand).

We used attribute/benefit/value metrics to get at story and rapid-choice responses to get at emotions in Phase 1; in Phase 2 we used visuals to interrogate the rehearsal of the CDR experience. A quantitative online study of 800 CDR diners was conducted in August 2018.

Let's look at the research through the three lenses of head, heart and hand and how they illuminate the building of branded memories.

Phase 1

Head

Understanding the story that is currently carried by consumers in a category and for a brand – and the more powerful story that could be created – all starts with a carefully selected set of ratings. These ratings must give us inputs for the following equation: What does the category/brand do (attributes) and what do I get from that (benefits) and why do those benefits matter (values)?

We call this the ABV equation and in order to identify it, the five-point agreement-scale ratings must be balanced across category attributes, benefits and values. When balanced correctly, they can combine into myriad combinations that are not linked directly by the respondent but linked indirectly through a pathway analysis. This indirect analysis is critical, as consumers are unable to articulate this information, much less tell us what is more or less important.

The pathway analysis, however, delivers possible ABV equations that need to be further winnowed to find a true hierarchy of what equations will be most powerful in the category. The initial seven possibilities were then also examined through the lens of the strongest emotions in the category – coming up next in this article. And, thirdly, a regression was done where we analyzed what having a preference for the CDR category (over other kinds of dining) was most dependent upon.

When we finished our tri-level analysis from the Phase 1 data we had three ABV equations. We found the story currently carried was, not surprisingly, a cost of entry for this kind of dining: *A variety of affordable, crave-able food that tastes great.*

The first thing to notice about this statement is what's not there. The attributes of crave-able and affordable food create a benefit of delivering great taste but the story ends there, with the benefit but without a value connected to it. The benefit has a very basic and implied human value: great taste is pleasurable. It's pleasurable and satisfying for human beings to eat food that tastes good and doesn't cause them financial pain.

This lack of any value beyond how humans respond at a basic level to

food is the double-edged sword of any cost-of-entry ABV equation. Yes, it triggers our salivary glands to see a burger on our big screens but the response is identified far more to the burger than it is to the restaurant putting it on offer. This story carried by consumers indicates that indeed they want this. But the story a category brand needs to tell includes this and then goes beyond it to create a unique branded story that drives restaurant choice.

In the CDR category, two such story equations emerged, on-par for power to move the CDR consumer. We call these experience discriminators – a true level up from cost-of-entry.

1. They make me feel welcome (attribute), so we can be ourselves (benefit) and enjoy family time (value).
2. The restaurant has a fun atmosphere (attribute), where I can celebrate without going broke (benefit) and break up the work week with some fun (value).

These two stories equate to strategic brand positionings that can be powerfully expressed. However, these positionings alone will not tell a brand struggling to thrive in a highly competitive environment what emotions to leverage. Without emotional resonance, the strongest contributor to choice is not being strategically employed.

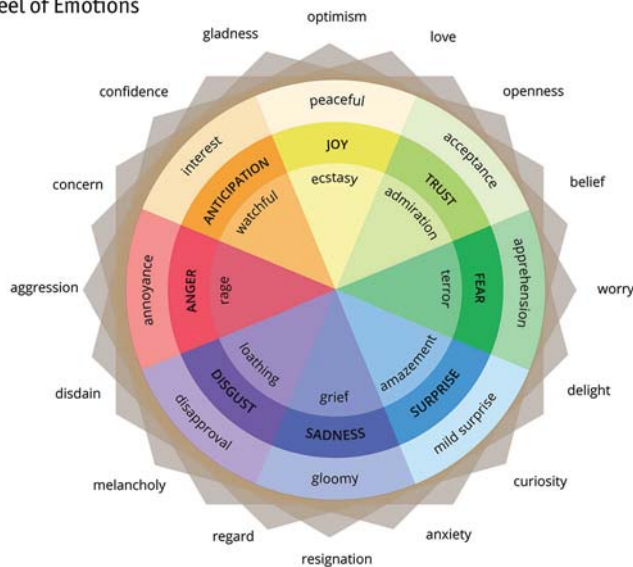
Heart

Too often brands seek emotional insights and get nothing more than a collection of words that are both highly filtered by the conscious mind and quite vague. This gives client partners something else to worry about without giving them the power to address it.

We conducted the emotional aspect of this study with our collaborative partner, Todd Powers, who has worked to examine emotions in order to help brands create an actionable emotional strategy – one that captures latent emotions. The methodology, now called the Rational Heart, is a timed, rapid-choice System 1 approach to an established system of emotional measurement developed by Robert Plutchick of the Einstein School of Medicine.¹

Many of you will recognize this model of emotions pictured in Figure

Figure 1: Plutchick Wheel of Emotions



1. Plutchick created a systematic classification of emotions that shows the eight basic emotions that most of us are familiar with and expands those eight to demonstrate that they have levels of intensity. He also studied and tested how they combined to create the more nuanced and complex feelings that we all experience and use when we talk about our feelings. It's those combinations that Powers' system expanded upon and now uses with us in the brand space.

In our collaborative research with Powers using the Rational Heart we used the rapid-choice exercise to get at the key emotions in the CDR category, without the conscious mind stepping in the way. The emotions driving this category are: curiosity, delight, love, joy and admiration.

Handing this list to a client would lead to a scramble to explain how these emotions have specific meaning in the category. That's guessing and guessing can be disastrous for a brand that builds an entire strategic campaign around them.

Powers addresses this shortcoming of emotional measurement by employing modeling and calculating the key emotions in real-time and in the same survey interrogating the respondent on how they think about those handful of emotions in a category context.

These open-ended responses are critical to giving category specificity to otherwise general language.

In the CDR category, the specific

emotional meanings are: curiosity (about what I'll discover); delight (at what good things await); love (the time I'm spending with friends and family); joy (at being free from cooking/cleaning chores); admiration (at how the chef and staff consistently deliver).

The more we work with branded memory, the more we see confirmed again and again that emotions are not the same as cognition. We know that in our own lives, yet it has taken time to get to the integrated measurement we have today of how humans really work.

Emotions do not line up neatly with the stories found in ABV equations, further emphasizing this separa-

tion of powers in people. However, just as with people, that does not mean they are destined to remain disconnected. As mentioned earlier, we used these powerhouse emotions to identify the strongest among the ABV equations. And we use the emotions again, in a very important way, as Phase 2 of our research will show.

Phase 2

Hand

Humans speak a language that towers over any other: visual. The challenge for research in translating visual language into verbal meaning has not been nearly the same obstacle for humans. Before we utter a word we are reading our parents' faces and making our own. We have, in our brains, millions of cues – and not just about faces but about environments and crowds and individuals.

The assessments we make, as Malcolm Gladwell documented so brilliantly in his best-seller *Blink*, can lead us to wrong judgements and sometimes need scrutiny but they also save our lives by alerting us to danger and helping us form initial bonds of trust through facial expressions and the body language of others.

Nowhere else have brands put this language to better use than in advertising and, more recently, all the methods of branded communications, from online content to programming to messages. In our consultancy, read-

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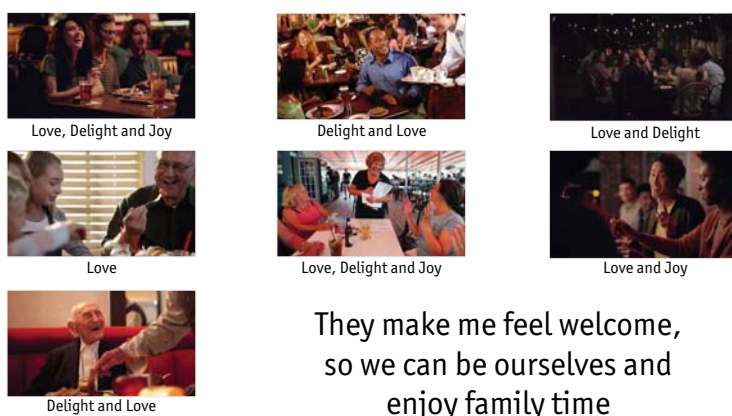
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Figure 2: Cost of entry ABV



Figure 3: Experience discriminator ABV #1



ing the visual language spoken and understood by viewers as they look at branded communications is a central part of our analysis.

Coming out of Phase 1, we understood very important aspects of the CDR category: the most powerful experiences that underlie stories in the category as well as the cost of entry and CDR's five strongest emotional levers. Then, we had to unite them with strong directions around the most telegraphic and impactful visual language for agency creatives to draw upon as they craft branded communications.

An important point to make here is that the goal is not to emerge from our branded memory research with a prescription for what images must be included in future advertising. The images that align with the ABV equations and the emotional levers are meant only as guideposts. They are intended for examination by the brand and its agency partner, looking at tone and action. They are not film direction. *Casablanca* and *Eternal Sunshine of the Spot-*

less Mind are both extraordinarily good movies about love and memory but they are hardly the same and we encourage our clients to use our visual language research as a starting point on the brand's way to a unique and compelling visual rehearsal of the experience.

The second and final phase of this research allowed us to bring that physical rehearsal aspect we call "hand" to the cognitive and emotional findings. People don't just learn through watching; the brain is physically able to rehearse us doing actions as we watch them. The relatively recent discovery of mirror neurons in the brain and scientists' ability to watch what happens in the brain when we view someone taking an action has deepened our understanding of this phenomenon.

We can see now that a subset of the motor command neurons that fire when we reach for an apple – about 20 percent of them – will also fire when we're watching someone else reach for an apple. The scientist who discovered this, Giacomo Rizzolatti, an

Italian neurophysiologist who works at the University of Parma, called them mirror neurons. In essence, the brain is adopting the other person's point-of-view, performing a kind of virtual reality simulation.

This has remarkable consequences for CDR brands that want to convey, through messaging, what a restaurant experience will be like.

In this phase of the research, we began by pulling in a mixture of images from both our visual database on the category and also non-category images that came up in an online search for the five emotions and the key words in the ABV equations. After narrowing them down in a focus group, we settled on 40 images for the total sample to evaluate. Then, each image was kept or eliminated, and sorted, according to four criteria:

1. It had to elicit strong positive emotion on a five-point scale.
2. Then, it had to stretch the category without causing a disconnect. In other words, still fit the category, but giving a new idea or feeling about it.
3. It had to be found strongly resonant with the aspects of the three ABV equations we knew from Phase 1 were levers in the category.
4. It had to resonate with our five most powerful category emotions.

This strict filtering process brings us a visual dictionary to use as a starting point for creating branded communications, by story and emotional positioning. It is meant to inform the brief, not dictate what the brief should be, nor what specific visuals it should contain. The aim is to provide a foundation that empowers the creative team but does not restrict them.

One of the most effective aspects of this approach to unpacking branded memory is that even the cost-of-entry positioning is heightened by bringing to bear an emotional lens. We can see in Figures 2, 3 and 4 that delicious food shown in a casual atmosphere telegraphs the important criteria of crave-ability, variety and affordability. However, we also see the powerful emotional levers at work, as love of family and friends, admiration of the quality preparation through the chef imagery and curiosity and delight are visualized.

As we see, the joy of being free

Figure 4: Experience discriminator ABV #2



Love, Delight and Joy



Love, Delight and Joy



Love, Delight and Joy



Love and Joy



Love, Delight and Joy

The restaurant has a fun atmosphere, where I can celebrate without going broke and break up the work week with some fun

from the grind of chores enters into the visual lexicon with this powerful positioning, integrated into this story of welcome that signals “you can be yourselves and enjoy time together.”

While we did show imagery of clean kitchens, it was not nearly as powerful as showing people enjoying the benefit of the night out – indicating that the key idea of freedom from chores might be best tackled using voiceover while visualizing the stronger human-centric benefit. The diversity of people and their obvious happiness sends a strong message of welcome, comfort and the love that comes from time with friends and family.

Importantly, we see that a CDR brand can signal the powerful experience of family time while also covering cost-of-entry ideas like variety and delicious food.

In this equation in Figure 4, overt actions of having fun, including the restaurant staff, can help drive increased occasions for CDR brands. This ABV equation is, in its way, a natural extension of the warm, welcoming place where people can be themselves and experience the love of friends and family, as evidenced by repeating images here. This is good news for CDR brands that want to differentiate through experiences that drive choice but want to span both of these strongest positionings.

Not another set of buzzwords

The three aspects of memory are not simply another set of buzzwords; they are founded in an increasing understanding of the human mind, a complex and amazing experience we take for granted. As brands face the tall task of getting people to trade their precious attention for a brand promise, that

promise must be a promise of the real: a story that resonates with a meaningful emotional value that allows rehearsal of the real experience.

To craft that story, brands need to use marketing research to:

- understand how attributes, benefits and values ladder up to the most powerful stories your brand can tell – a conceptual understanding that will release your story’s full emotional strength;

- understand the key emotional levers, both basic and subtle, and how they manifest in the category – and what your brand can own; and
- understand the most compelling visual language and then add creativity to allow your customer to rehearse the brand experience and want more.

If you are in marketing today, in any category, you are in the memory-making business. Choices in the present are made using memories as predictors of future experience. Understanding how to create branded communications that most effectively create memories is vital to success. ¹

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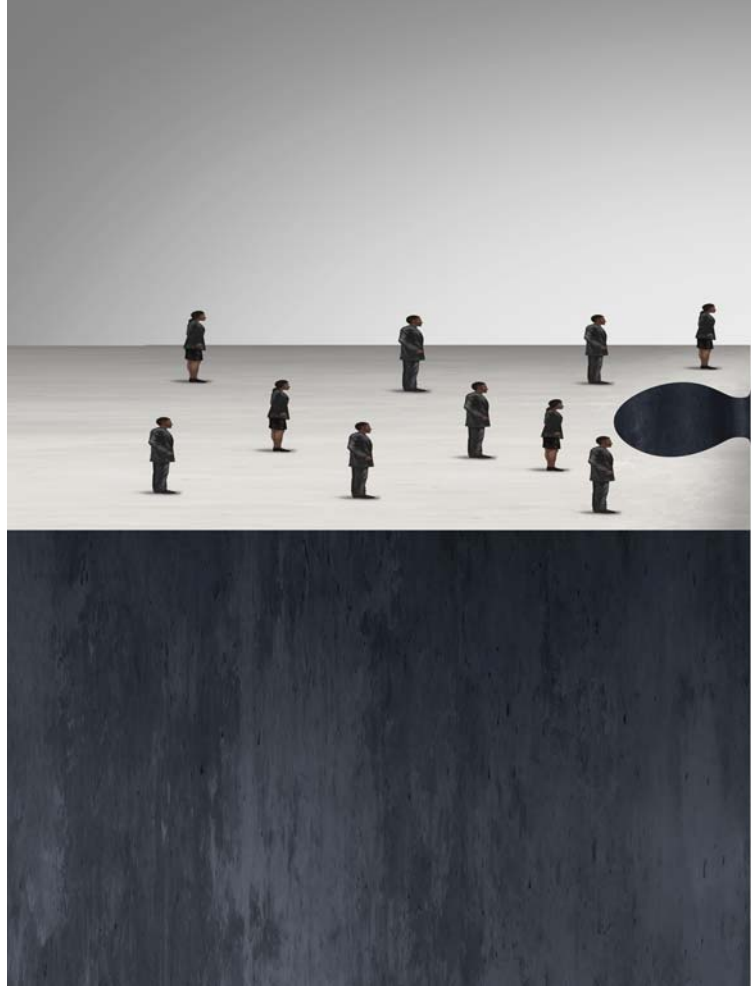
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Playing catch-up

Our methods aren't keeping pace with consumers' advertising experiences

| By Jeri Smith



snapshot

Why a more holistic approach to ad research is better aligned with how advertising really works.

While there's rigorous debate about the best ways to measure advertising effectiveness, there is generally high-level agreement about how advertising works. Quite simply, the conventional wisdom holds that consumers see ads and thus are persuaded to think, feel or do something differently as a result of the ad experience.

From here, research paths diverge in a number of different directions, depending on individual vantage points. For example, insights professionals who focus on the creative aspects of the ad tell us that the ad must convey something meaningful or resonate emotionally. Those who live in the world of media planning and buying tell us that the ad will be more effective if it appears in the right environment or at the right time and they tell us that the ad's persuasive power will wear out after too many exposures.

This is all true and very many wise and learned researchers and insights professionals have spent their careers fine-tuning and validating measurement approaches that are designed to evaluate and diagnose the persuasive power of an ad or a media buy. There have been hits and misses along the way but as of this writing, we have a relatively robust set of tools that can be employed to ensure that each individual ad, at least those with sufficient spending to be worthy of the research investment, is rigorously studied and optimized from both creative and media standpoints.

This is not to say that these tools can't be further improved; of course they can. As the media environment continues to evolve, as our technological capabilities improve, as consumers become increasingly more ad-resistant and as marketing directors become ever more insistent on having data that enables "real-time" shifts, the tools with which we examine ad performance must continue to evolve.

However, the further we travel down the path of ad optimization, the further we may be getting from the reality of how advertising really works and how it really ought to be optimized.



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Put another way, we are optimizing trees when we really should be studying forests.

Outmoded model

Brand impressions and purchase decisions are rarely formed or changed based on a single ad any more than the experience of a stroll through the woods is shaped by the presence of a single tree. Unless your marketing communications campaign is comprised of just a single ad, research that focuses on one ad at a time is based on an outmoded model of how advertising works.

In today's world of advertising development, ad teams strive to develop campaigns that encompass multiple elements, including both traditional ads and all manner of newer, non-traditional forms of brand communications. As consumers have become both more ad-resistant and more empowered, the idea is to reach them in new ways, but with messages that – if well executed – all work in harmony to build the brand and move the consumer further down the path to purchase.

But we're mostly all still studying that single tree – "Let's make sure the branches are coming out at just the right angle and the leaves are perfect hues of green and it's placed just the right distance from the trail."

We're optimizing trees but paying little attention to the grass, the flowers, the birds singing in the trees. Oh sure, we can study those too – one at a time. As we've done with TV, we've developed methods that study online ads and we've got methods that study other branded communications including event sponsorships, program integrations and even those old-fashioned media types like OOH (out of home) and POS (point of sale) ads.

Our research approaches are remnants of the days when the TV commercial was dominant and when our audience – if not quite captive – was at least less empowered and accustomed to deciding for themselves what stimulus to attend to. The advertising team focused on producing that

one, great commercial and we on the research side focused on helping them to optimize it. And while the advertising team has moved on, we mostly haven't. We continue to focus on one ad at a time and that's pretty much all we've trained them to expect from us.

What's missing is how advertising really works – all together, like the experience of a stroll through the woods or the sounds of a beautiful symphony as played by a skilled orchestra. What if we could tell our advertising partners how all of the brand communications that they've crafted work together to build the brand and also how each piece contributes?

Reexamine that premise

Let's reexamine that simple premise about how advertising works, but this time, let's use the context of full, 360-degree campaigns instead of maintaining the one-ad context.

Consumers see a lot of different brand communications. In fact, they are exposed to far more than they actually see – just as that walker strolling through the woods might or might not notice particular trees, shrubs and patches of grass and might or might not hear a particular bird's chirp.

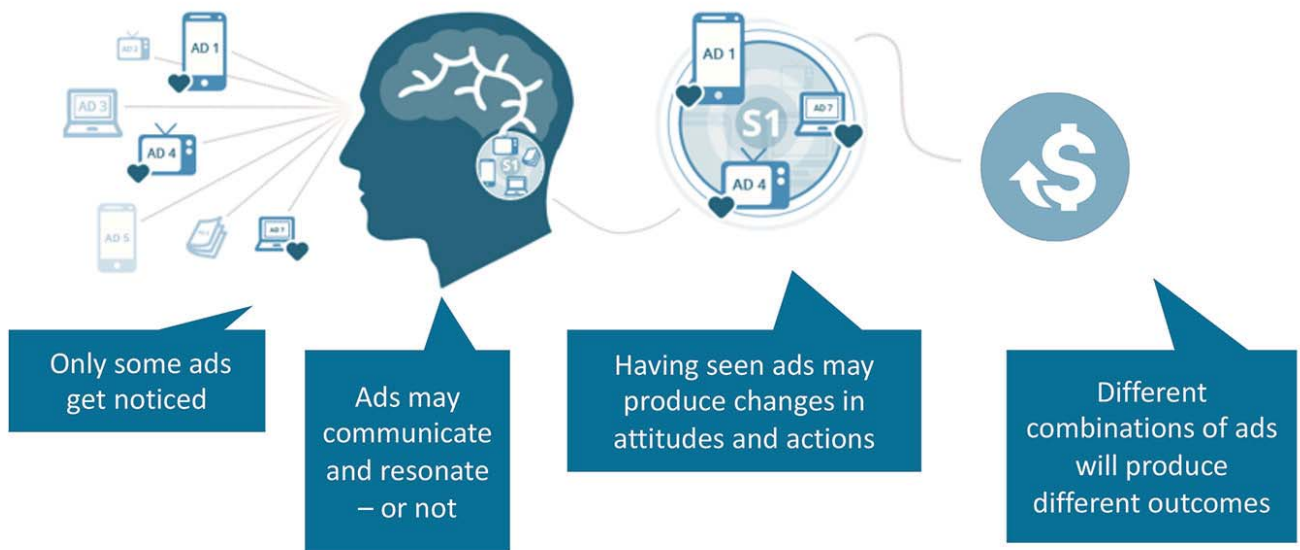
At the end of it all, the consumer might or might not have an altered view of the brand from where they started. If their view has been altered, it's highly likely that the transformation has occurred based on a particular combination of interactions with the brand and its story, perhaps in just the right combination and with each one occurring at a point in time when the consumer mind-set was in just the right space.

In order to fully understand whether, and how, advertising is working, we must be able to inform our brand and advertising constituents on both whether the campaign is working and which elements within it are contributing.

The graphic in Figure 1 shows a simple way of thinking about it.

In order to evaluate and diagnose a campaign, this concept of how advertising works forces us to focus on specific consumers one at a time and examine:

Figure 1



- what ads and other brand communications they've noticed;
- whether, and how, these ads resonated with the consumer, individually, but importantly as part of the whole;
- how seeing the totality of what they have seen has influenced them; and,
- which elements produced what – and in what combinations.

The first step is to understand, among all of our communications pieces to which a given consumer is exposed, which she is even noticing. Of course, this question is inherent in much of the research that conceptualizes ad engagements as siloed experiences but within our construct, we're interested in how ads help other ads get noticed and how ads help other ads resonate better.

For example, if a consumer has seen an ad that discusses a brand's social responsibility initiatives and then on another day comes across an ad for the brand that is intended to produce a sale, will she be more likely to notice the second ad than if she hadn't seen the first? Or will she notice the second ad but fail to link it with the correct brand based on the disconnect that she experienced from the two disparate messages?

These are just a few of the kinds of insights that we should be providing to help inform development of campaigns in which all of the parts work together

to ensure that consumers are engaging with ads that resonate in ways that accomplish the ultimate brand building and sales objectives.

Actually altered how she feels

Once we understand how all of the campaign elements work together to gain the attention of the consumer, we can next examine the extent to which the unique combination of elements with which a particular consumer engaged has actually altered how she feels about, or behaves toward, the brand. Within a quantitative sample, we can begin to deconstruct the combinations of ad elements that produce the greatest amount of the changes that we desire.

For example, if our consumer who's seen both the social responsibility ad and the brand-focused ad is more likely to buy our brand as a result, or if she feels more affinity for the brand, the layered messaging approach has accomplished its objective. Maybe the social responsibility campaign only builds affinity but not short-term sales. What then? Should it be considered a success?

Wouldn't the advertising teams who crafted these campaigns want these kinds of answers? If they could truly understand whether, and how, all of the campaign elements work together to accomplish the brand's multiple objectives, they would be able to produce more finely crafted cam-

paigns, not simply more intrusive and singly persuasive ads.

From a methodological perspective, one way to accomplish this is through the use of a longitudinal design. Specifically, by interviewing a relatively large sample of consumers at two points in time, determining what ad elements they've seen between the two points and identifying the changes in brand KPIs that have occurred among those who've seen different combinations of elements, we can begin to deconstruct the campaign elements that work together to accomplish the brand's objectives.

Granted, none of this is simple. Which is perhaps one reason why the advertising research community has gravitated toward the quick, single-number evaluations that individual ad testing provides. Clearly, there is a role for the single-ad testing model. However, it's also clear that the more comprehensive insights that can be gained from a comprehensive, campaign-focused approach to advertising effectiveness measurement can empower advertising teams to produce better, more effective advertising that respects the consumer and how she travels through her world. ¹

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More data, less hassle

A hybrid approach to ad testing

| By Julia Eisenberg and Isaac Rogers



snapshot

The authors offer case studies of successful applications of qual+quant ad testing and argue that hybrid's time has come again.

Some great ideas are born at the wrong time, before the world is truly ready for them. Webvan, the home grocery delivery service, went bankrupt in 2001 in spectacular dot-com fashion. Microsoft launched its SPOT smartwatches way back in 2004, only to close the program four years later.

Yet, when you look down at many people's wrists today, you'll find some version of an Apple Watch or Fitbit worn proudly. Most of you reading this article have likely ordered some sort of at-home delivery service from Instacart, Amazon Prime Now or Uber Eats. When you look at these examples, it's puzzling why sometimes it takes so long for society to catch up to technology or ideas that were readily available a decade before we all realized the benefits.

In many cases, these before-their-time failures happened because the ideas were so radical we didn't really believe or trust they were possible. In some cases, there needed to be some iterative steps in the path between the existing way of doing business and the future state; we almost had to learn A followed by B before we could ever conceive of C, whereas these too-early disruptive concepts jumped too far and too fast for us to keep up.

In the marketing research industry, one such methodology that was simply launched before its time is now seeing a resurgence as marketers and brands increasingly reap the benefits: hybrid quant+qual research for advertising, message and concept testing.

Well over a decade ago, researchers first started experimenting with ways to integrate qualitative insights into their quantitative research. The promise was simple and obvious; the approach was a way to bridge the quantitative testing data with deeper understanding from the respondent through some type of digital qualitative interview, video conversation or online group discussion. A marketer would then have a robust set of projectable data and a winning set of concepts. Through the qualitative insights they would understand why these concepts succeeded when others failed, perhaps even be able to take a "good" winning concept to an even higher level and be better equipped to



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develop the next iteration of their brand or product story.

However, it took practitioners a while to figure out the best ways to get the most value out of the increased effort. In some cases, the technology to integrate the hybrid chat or video intercept wasn't very reliable or simple. In other cases, panel providers were wary of letting their valuable panelists have direct, one-to-one conversations with market researchers. These early friction points proved fatal for the widespread adoption of hybrid insights across our industry. So, just like Webvan and the SPOT watch before it, hybrid methodologies for ad, message and concept testing seemed to recede into the background, waiting for the right moment to reappear.

Forced to adapt

So why are these approaches now experiencing a resurgence? Developing a top-performing ad campaign or launching a new product to market has never been as hard as it is now. In the past few years, marketers have been forced to adapt to a world where consumers are exposed to hundreds of ads from competing brands and products every day. Digital media radically increases the exposure of consumers to advertising content and makes it incredibly difficult to stand out among the background noise. Years ago the old rules of share-of-voice and ad exposure began to shift dramatically, making marketers' jobs much more difficult and the consumer that much harder to reach.

For this reason, many marketers and insights teams are realizing that their old instruments for testing and optimizing creative won't be competitive going forward. It's not enough to simply find the best ad version out of your top seven; your ad now has to be the best version it can possibly be, hitting every mark with the consumer in the hopes of standing out in increasingly crowded spaces. Consumers are more savvy about marketing messages and better at tuning them out. Not only do ads have to be fully optimized but it becomes more challenging every day to find ways to connect with consumers' ever-evolving needs and preferences to deliver a

compelling and authentic message.

Reenter, hybrid quant+qual research. Over the last couple of years we've seen a massive increase in the ways marketers and insights teams are leveraging advanced qualitative methods within their existing quantitative ad testing regimen. The marketer has evolved enough to accept that more is more – more information to make faster, more confident decisions with more context about their work is crucial. Additionally, the technology is finally optimized for clear, direct, turnkey ease of use. In the past, taking a risk on a hybrid evaluation method meant potential delays to deadlines and headaches over complex, buggy tech. Today, the tools and integration are seamless. The only risk is forgoing a qual+quant assessment and missing something.

Nothing stood out

Let's take a look at a few examples of the hybrid approach in action.

A global cosmetics client was deeply frustrated that none of the seemingly dozens of versions of its most recent display ad seemed to resonate. Sure, there were a few treatments that benchmarked slightly higher than the rest of the pack, but nothing stood out and the firm was not willing to fully launch the campaign until it had the perfect message and visuals to accompany its new product. Through rounds of testing, it kept weeding through ideas only to find itself without a clear, breakthrough contender. It decided there was something missing – the why. Why were some ads testing slightly higher? What nuances could the firm focus on, or what language could it highlight, to fully optimize the best version of its work?

To uncover the why, it turned to a hybrid approach that asked a portion of its respondent audience to join it in a brief two-day online discussion. Forty women were randomly selected to participate in this quick, online community where the brand's qualitative team engaged them in a deeper, more thoughtful conversation about three of the top-performing ads.

While there were subtle improvements that could be made in all three treatments, one version kept being

referred to as “awkward” or “unusual.” With a little bit of digging, the researcher discovered that nearly every woman in the target audience found a single phrase in the copy to be off-putting. The phrase just didn't fit with the way these women thought or talked; the words were unnatural and detracted from the rest of the messaging and visuals.

When the researchers discovered this insight, the creative team quickly borrowed more pleasing copy from another version and created a new iteration to show the community, which they immediately applauded. Within two days they were back in field conducting another round of quantitative evaluation and this time, the newly developed version clearly came out on top, giving the client a winning, fully optimized version to build into the marketing campaign.

In another example of how hybrid made the difference between a winning campaign and a disaster, a client was testing a somewhat controversial set of online and TV ads; these ads attempted to push the boundary with their language and included cultural references the brand believed would greatly attract the attention of the desired target, a group of ethnic minorities. In order to walk the fine line between highly relevant and racially insensitive, the research team chose to test these ads in a way that allowed them to get a complete picture of the audience's response; not only to identify which ad variation was most impactful but to also gauge whether there was any notion of “crossing the line” with the target group. Digital-moderated intercept chats at the end of the survey allowed the researchers to hear directly from the respondents who viewed the clips, confirming that while one ad version tested highest in the group, it was also the one most likely to be called out as inappropriate. This allowed the client to choose the next-best alternative, thereby avoiding the language that was just a bit over the line and a potential public relations nightmare.

Inspiration for next phase

One of the most intriguing side effects experienced by researchers who

are leveraging hybrid quant+qual research is that they often find themselves with an abundance of riches for the next iteration of their work. Whether they integrated quick consumer video responses, included hybrid chat intercepts or linked their quant to a pop-up community for deeper insights, it's common for marketers to find their next germ of an idea or the starting point for an entirely new campaign from within the qualitative stories they gathered. A respondent might say something unique or share a clever phrasing of the tagline; these "cutting-room floor" learnings often become the inspiration for the next phase of creative work.


While there are many examples of how these additional learnings help build the foundation for the next phases of research, one unique case occurred during a hybrid customer experience project. The client was a major grocery store chain that was evaluating the customer experience of a new prototype service feature of the store and the messaging to support and promote it. While the feedback in the quantitative component was mostly positive, during the qualitative interviews conducted in real time at the end of the survey, many respondents remarked that they actually had trouble finding this particular new feature within the store; it had been placed towards the front, near customer service, but many of the shoppers interviewed noted that they would have expected it reside within a different section. Additionally, the service's trade name was clever and unique but it and the messaging around it didn't accurately reflect what the service was actually about.

Neither of these issues were discovered in the quantitative phase and were not a planned component of the qualitative interviews either. However, this unexpected insight led researchers down a path of questioning whether placement of this service was going to be a hindrance to its eventual adoption and whether there were better ways to promote the service as they prepped for the nationwide roll-out. Had the researchers skipped the hybrid qualitative piece, they would

have missed the critical feedback that led to the service's eventual renaming and repositioning.

Stepping back into the spotlight

Finally, after a long turn out of favor, we see hybrid approaches to ad, concept and message testing stepping back into the spotlight as a critical tool in the marketer's toolbox. Statistically significant, quantitatively sound and accompanied by just the right amount of qualitative context, hybrid approaches enhance

understanding, confidence and success rates with much needed data and context – all without adding complexity to the project or significantly increasing timelines. Past reasons to exclude combined research methods have been solved by technology and get better every day. What are you waiting for? 

Based in Denver, Julia Eisenberg is vice president of insights at research company 20|20. Based in Nashville, Tenn., Isaac Rogers is CEO of 20|20.



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Don't think, just buy

The role of emotions in the purchase decision

| By Anne Beall



snapshot

If you're not engaging their hearts, your ads won't engage their wallets, the author argues.

It's a common belief in Western culture that we make better decisions when we take emotions out of the equation and rely on reason. In actuality, the reverse is true. We tend to make better decisions when emotions are involved. Fascinating research has been done in this area with people who have brain lesions that leave them with normal cognitive function but who lack the ability to process emotional signals. These people are the epitome of rational decision-makers because they can't process any emotional information. Contrary to popular thought, researchers have found that these unemotional decision-makers actually make poor decisions or no decisions (Bechara 2004). These individuals, lacking emotion in their decision-making, have been known to bankrupt themselves or participate in other risky behavior because they don't feel fear.

People use emotions as a gut check on whether to engage with brands, products, services and people. And this is particularly the case with advertising. Advertising creates an emotional response in humans who use that response to determine whether to interact further with that brand's product or service offering.

The emotional system that humans use is a valence-intensity system in which we are drawn to engage with things that give a positive emotional response and avoid things that generate a negative one. Humans have emotional responses to most things that can vary from positive to neutral to negative and high to low intensity. Thus, one may have an intensely positive or negative response to a new product in a pop-up ad. If the reaction is a highly positive one, there is generally engagement. And if highly negative, there is typically avoidance. Figure 1 shows an overview of the model.

Consumers follow the lead of their emotions, which leads to a type of automatic "thinking" called System 1 thinking (Kahneman, 2013) that explains the survival of our ancient ancestors. They didn't think much about whether a large creature was upset,



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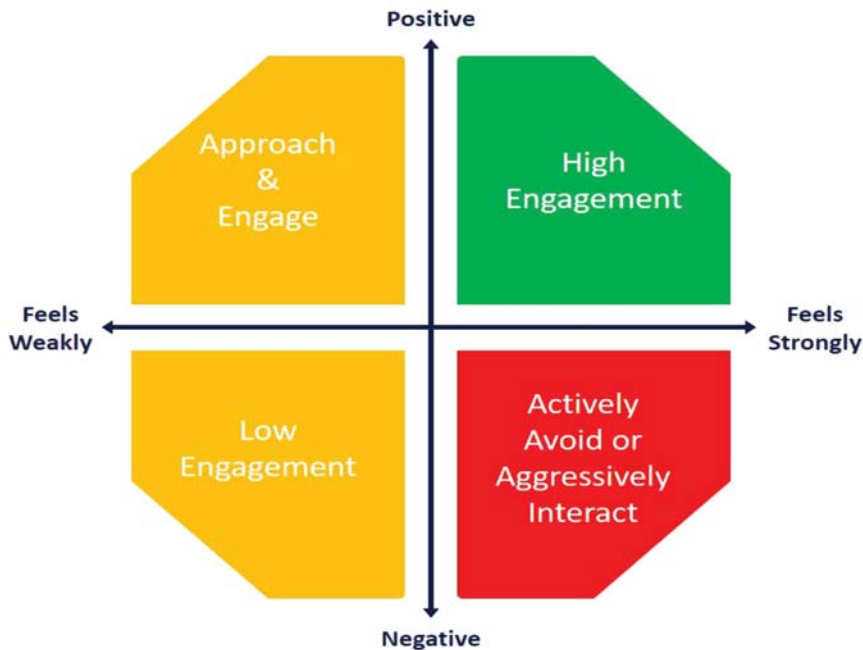
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Figure 1: Valence-intensity model of emotions



how fast it could run or if it ate meat. They just felt fear and ran. That kind of quick, instinctive “thinking” still happens much of the time. Humans don’t have the ability to think deeply about everything they encounter. So, emotions guide decisions. You can probably see this in yourself when you encounter a new product in the store or see an ad. You immediately have a reaction to it: positive, negative or neutral, the intensity of your reaction determines whether or not you will engage with what you see.

Hard to resist

As a result of this basic system, emotions are strongly linked to behavior. When we experience strong emotions, we often feel compelled to behave in certain ways that can be hard to resist. When we’re sad, we withdraw; when happy, we engage; when angry, we fight. When we’re surprised, we open our eyes wider to evaluate our surroundings. As a result, understanding the emotional reactions triggered by brands, products and services allows us to understand con-

sumer engagement (or lack thereof).

Another reason to understand emotions is because they’re linked to memory. Think about your life in retrospect and you’ll remember the highs and the lows. You won’t remember the regular days, probably due to an innate inclination to repeat positive emotional experiences and avoid negative ones. And, given that emotions are related to our ancestors’ survival, focusing on ways to manage these emotions makes sense. We’re hardwired to react to our emotions. Thus, humans are strongly motivated to engage in positive emotional experiences – whether that’s through interactions with people or through products and services. Thus, we’re likely to remember the people and companies that provide us with strong positive emotional experiences and engage with them more. The companies that give us negative emotional experiences will also be remembered and strongly avoided.

Most predictive emotions

We wanted to determine which emotions are most predictive of purchasing among current and potential customers. We conducted two large studies that included 17 major brands across many different consumer goods and retail categories to isolate the most predictive emotions. This research was conducted with approximately 2,000 respondents who represented the population of the United States. We analyzed the data and derived a statistical model that explains the majority of purchasing behavior (70 percent of the variance is accounted for with our model).

We learned that there are two major emotional experiences that are the most predictive of purchasing. The first is the emotional response to the brand – how it makes potential customers who haven’t used it feel and how it makes current customers who do use it feel. The second emotional predictor is emotional identification – how strongly respondents identify with it personally and see it as a representation of themselves. This model holds for both current and potential customers.

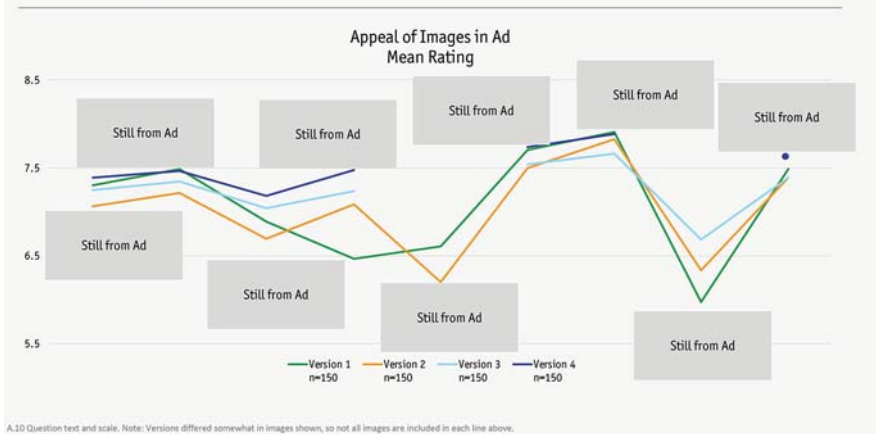
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Figure 2: Emotional response at various points in advertising



Same two factors

Communications that are emotional in nature perform better and lead to higher spending in the marketplace. For example, ads that have above-average emotionality are associated with a 23 percent lift in sales volume versus an average ad and, conversely, ads with below-average emotionality are associated with a 16 percent decline in sales volume (Forrester, 2017). But what emotions specifically? Our research indicates that it's the same two factors that predict likelihood to buy: The emotional response to the advertisement and the degree of emotional identification are what makes ads effective.


We recently conducted both qualitative and quantitative research for a client on several different ads that it was considering for a new campaign. We first conducted focus groups where we identified the nature of the emotional response for each ad and the degree to which respondents said they identified with the brand in the ad. We plotted these scores real-time and then probed respondents on what aspects of each communication led to a positive or negative response and the intensity of that response. We also learned what aspects of the communication led people to experience emotional identification and what aspects didn't. The model and this research clearly identified which ads were working best and why.

Our client used this feedback to select a potential campaign and to refine it. We then quantitatively tested several versions of this campaign with hundreds of respondents and calculated an emotional intensity score,

emotional identification score and likelihood to purchase, in addition to traditional measures such as overall appeal of the communication, fit with brand, uniqueness of communication, believability, ease of understanding, relevance, unaided brand recall and message recall. The emotional significance score was highly predictive of likelihood to purchase – the more strongly respondents identified with a brand as a result of what they saw in the ad, the more likely they said they would be to purchase it.

We were also able to identify the emotional response to various points in each ad (see example in Figure 2), which helped the client determine what parts of the advertising were working, which characters were appealing and how the ad could be optimized. It was interesting to see

which contexts and which individuals created the greatest emotional response. For example, nature scenes were consistently well-liked as well as certain popular celebrities.

We also collected traditional advertising measures and looked at the relationship of these measures to likelihood to purchase. With our emotional measures and the traditional ones, we conducted a driver analysis on all the data to determine what was most predictive of likelihood to buy. We learned that the most predictive variables that explained the majority of the decision to purchase are emotional identification and the emotional response to the advertising. Our work confirmed that people don't think their way to a purchase decision, they feel their way to it. And the brands that create communications that trigger the strongest emotional response and identification are the ones that are most likely to be purchased. 

Anne Beall is CEO of Beall Research Inc., Chicago. She can be reached at hello@beallrt.com.

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More than clicks

The importance of understanding advertising in different environments

| By Jon Brand



snapshot

Jon Brand draws from research on research to argue for a rethinking of how ads work in today's world.

Radical changes in media, technology and consumers' lives have made it much more difficult to launch successful ad campaigns. Marketers have been particularly concerned with figuring out who has been exposed to an ad and how those consumers responded – a focus strongly connected to the big data revolution. With digital advertising now commanding close to \$450 billion in annual spend, the demand for some kind of provable ROI is palpable.

All of this necessary attention to targets and demos – dissecting what happened and at what cost – has distracted from the content that drives consumer actions and reactions: digital creative. With advertising showing up in more places – and consumers exposed to more media every day – creative quality is more important than ever before. And while some analytic techniques have grown more sophisticated, marketers continue to rely on old-school approaches, such as test and replace, to evaluate digital advertising; exposure and click-through are often the key metrics in deciding which ads work. There is no real learning on what drives creative effectiveness or the broader impacts of advertising beyond clicks.

Optimize everything

In today's advertising world, creativity is not just about 30-second video ads; we need to be concerned with how to optimize everything from six-second bumper videos to long-form efforts. Marketers need to study static display ads as well as interactive and animated banners. And we need to understand how advertising works in different environments, from TV, PC and mobile to traditional Web pages to social media to marketers' own Web sites to landing pages. It is not that media measurement is not important, we just can't forget about the creative.

The proliferation of consumer exposure to branded messages has also led to increasing anger about intrusive advertising. Consumers are just plain ignoring ads at a huge rate; according to Media Dynamics, they are exposed to 362 branded messages a day but only truly pay attention to 12. And GfK Consumer Life research shows that eight in 10 consumers believe



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Figure 1: Emotion and ad response

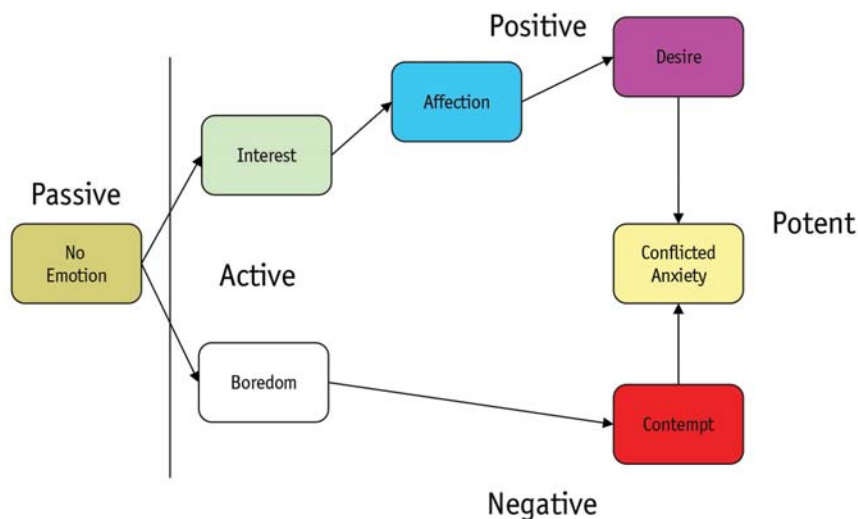
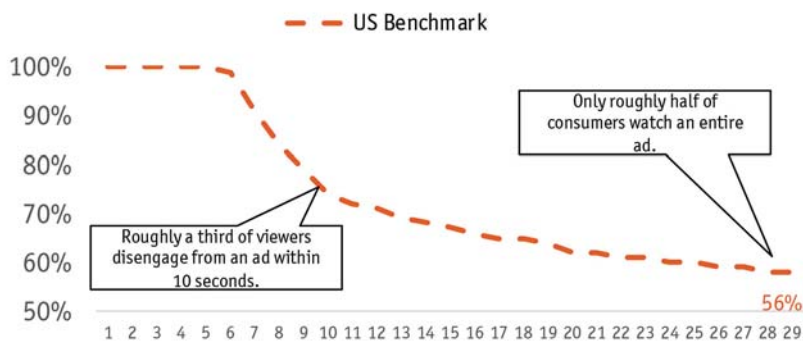


Figure 2: Video flow of attention



they “don’t even notice or pay attention to [ads] anymore.”

In this challenging environment, it is critical to evaluate advertising in ways that reflect the new reality. The industry’s focus, first and foremost, needs to be on an ad’s ability to attract and keep consumer attention. If a consumer does not engage with an ad, no other diagnostic is really going to be important. Marketers have long complained that copy testing has not been innovating to keep up with changes in the ad world.

Given these conditions, we defined a set of capabilities that ad creative measurement needs to embrace to assess today’s campaigns and incorporated them into our new Ad Fit Optimizer system. They include:

- Measuring consumer engagement with an ad behaviorally, establishing

the degree to which the ad hooks and holds consumer attention.

- Moving away from the common approach of forcing consumers to watch entire ads. If they do not watch full ads naturally, then why would we demand that they do so in research?
- Enhancing past industry approaches – which were dominated by cognitive assessments – with behavioral measurement and System 1 metrics.
- Quantifying the important role that emotions play in how consumers respond to video ads (Figure 1).

More naturally

We also feel it is essential to move away from the historical approach of exposing ads in clutter. While consumers do ultimately see ads along with other stimuli, there are aspects to the native environment that influence interactions with ads. To address this

we recommend approaches for exposing ads more naturally:

- Expose banners in context of a fully mocked-up Web page, including pictures, headlines, articles and other ads.
- Test video ads in a pre-roll environment. We have determined through online tracking of tested ads that this pre-roll environment works for both online video and TV. The key to this approach is exposing the ads in an actual environment where we can then actively measure behavioral response. Pre-roll video testing is conducted on both PC and mobile devices.
- Test banners and video in a dedicated mobile Web page environment. This can be either a traditional news feed or a social media environment.
- Employ a “FIT” evaluation construct, consistent across ad types, that addresses an ad’s ability to fascinate, imprint and trigger a response.
- Leverage technology for timing and cost.

Since launching the system two years ago, we have tested over 600 ads. We have been mining this database to create learning on how advertising is working today. Here are a few of the insights we have gleaned:

The 50 percent conundrum. Only roughly half of consumers ever look at a banner ad when exposed to it (Figure 2) and roughly the same number watch an entire video ad. While of course we need to know how many are exposed to an ad, it clearly is imperative to also understand how ads attract attention.

Brief encounters. On average, consumers only spend 1.6 seconds looking at banner ads. With the growing trend to use animated rather than static banners, this means that consumers are typically only seeing one to two of the frames (Figure 3). Therefore, it is not surprising that animated banners have lower branding than static banners. We have found that animated ads with fewer frames are actually more effective.

Making it personal. Often ads focus on interesting creative ideas or key product benefits. But we have found that if either of these is not personally relevant to the viewer the impact of the ad diminishes (Figure 4).

Let’s get emotional. Much has been written over the years about advertising needing to connect emotionally and we

Figure 3: Display ad flow of attention

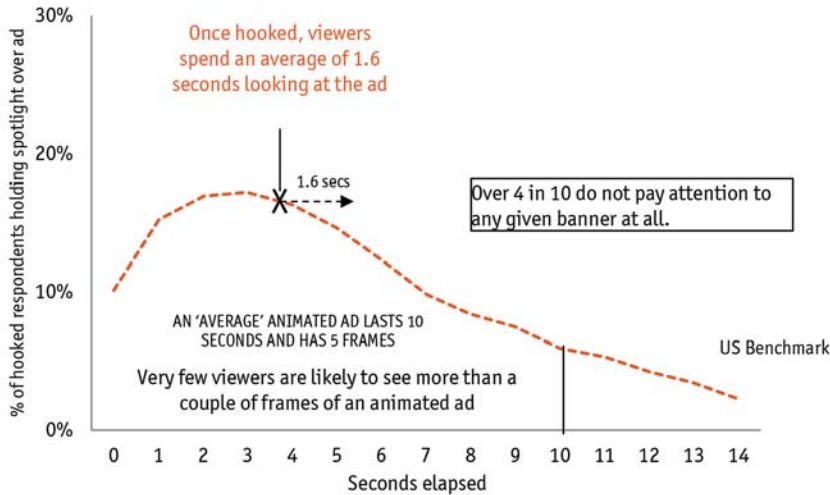
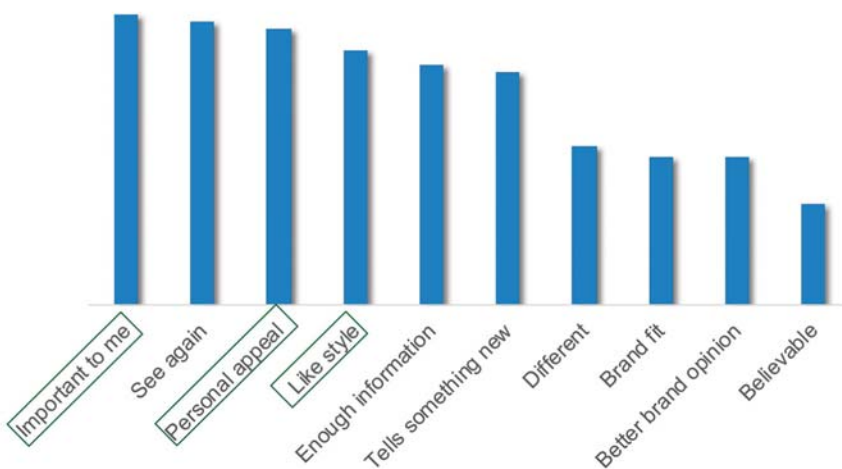


Figure 4: Ad diagnostic drivers of trigger



have found that emotions do play a key role in both keeping consumer attention and in driving a response. Ads that either fail to create an emotion or are viewed as boring have far lower impact.

Understand emerging concerns

With the ad world evolving so quickly, questions keep arising that marketers need to take on to be more effective. We are working with clients to understand emerging concerns such as ad size, placement, Web environment, length and more. We have also identified some key areas where we will be releasing insights in the near future.

- Most ads have historically been tested on PC computers but video ads are watched on TVs most often – and

the fastest growing segment of advertising is shown on mobile devices. We have taken this to heart and done research to understand the impact of screen size on how consumers interact with ads. This project will eventually report on differences in how ads were rated based on having seen them on smartphones, PCs and smart TVs.

- With emotions playing an important role in advertising, we have executed a deep-dive study on how emotions effect advertising and what exactly does drive emotions.

In the ever-evolving advertising world, it is important that we continue to have a clear understanding of how to create effective campaigns that keep up

with these changes. Producing engaging creative has never been more important and understanding the contexts and audiences for those ads is an essential part of effectiveness. The industry needs to keep pushing the boundaries – and testing its own assumptions – to stay a step ahead of the consumers they absolutely must reach. ①

Based in Redmond, Wash., Jon Brand is senior vice president on GfK's Marketing Effectiveness team in North America. He can be reached at jon.brand@gfk.com.

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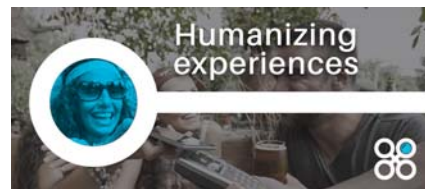


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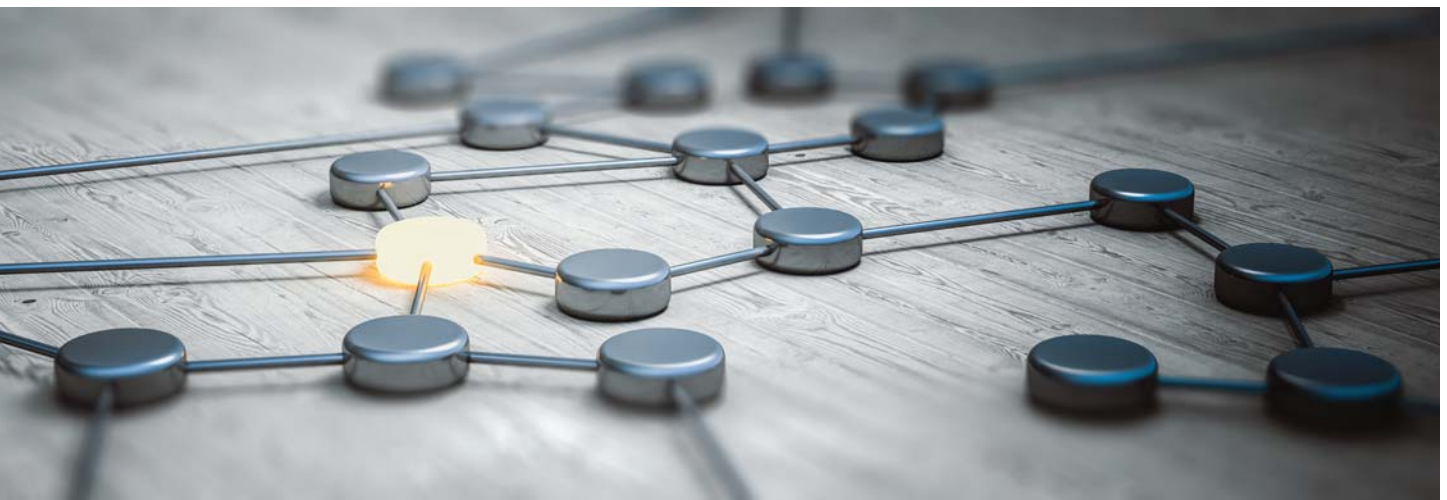
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Interactive Video Productions (IVP)

Founded 1996 | 5 full-time, many contract employees across the globe
Bob Granito, President



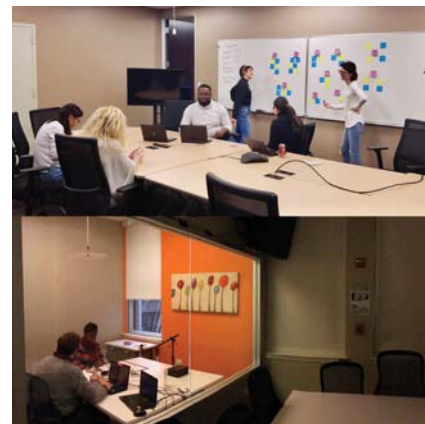
Interactive Video Productions (IVP) offers accessible, smartly-packaged labs for researchers wanting to adopt innovative solutions with ease and confidence. Our portable MobiLAB™ research labs include usability, eye-tracking, neuroscience and biometrics technologies, accompanied by a full-time, experienced and client-friendly system operator who works with you to deliver key research data captured and presented clearly and professionally for your client. In-facility, online or in the field, whether you wish to precisely measure Web or product usability or whether you wish to go beyond conscious self-report to include emotional measures, our labs are designed to help you to meet the growing challenges of testing products and collecting actionable data in an ever more complex, consumer-driven world.

Phone 732-970-9446
interactivevideo.com

Ipsos

Ipsos

Founded 1975 | 18,000 employees
Didier Truchot, CEO



Ipsos, through a recent acquisition, now boasts the world's largest UX team with nearly 20 years of user research and design experience. Our team has completed over 5,000 user research projects globally with deep expertise in medical devices, technology, automotive, financial services and retail. We have global hubs and testing labs located throughout the U.S., Germany, U.K. and China and through our membership in the UxAlliance, you'll have access to UX experts around the world with a single point of contact. Our work and our labs are ISO 9001-certified. Whether it's an app, a Web site, a car feature, a medical device or an in-store digital experience, you can rely on Ipsos' UX team to provide deep insight into what users need and clear direction on how to optimize experiences for them.

Phone 312-526-4423 | ux@ipsos.com
<https://www.ipsos.com/en-us/ux>





LiaCX™ by Intouch Insight

Founded 1992 | 80 employees
Cameron Watt, CEO

Intouch Insight's customer experience management software LiaCX™ provides businesses with many ways to collect feedback and combine it with other data sources to provide more insights into customer experience and overall business performance. The platform includes unlimited and easily customizable role-based and customer journey map dashboards. The platform's robust reporting engine is powered by artificial intelligence and also includes automated case management tools for responding to feedback and closing the loop with customers. Patent-pending Action Campaign™ technology allows businesses to drive action in the frontlines, make proactive improvements to CX and measure the impact actions have on business metrics.

Phone 800-263-2980
www.intouchinsight.com/cx



The Martec Group

Founded 1984 | 75 employees
Jim Durkin, President

The Martec Group specializes in solving difficult problems. Our tenacious approach ensures that clients receive a deeper understanding of their customers and their journey.

Martec has developed a suite of emotion intelligence techniques, including the Net Emotion Score™, that take CX/UX to a deeper level. These tools build upon the Peak-End Theory developed by Daniel Kahneman and identify where in the customer's journey they're having positive and negative emotional reactions and how to create experiences where positive emotions outweigh negative. We work with clients to customize each project to suit their needs, maintaining a consultative approach to each client relationship.

Phone 248-327-8000
www.martecgroup.com



Nepa

Founded 2006 | 300+ employees
Fredrik Östgren, CEO



Nepa drives our clients' growth by defining what matters most to their customers and shoppers and delivering profitable recommendations. Through our Consumer Science Platform® technology and expert consultants, Nepa helps some of the world's most respected brands optimize their customer experience and marketing investments. Founded in Sweden in 2006, we now work across 50 countries. We've been ranked among the fastest organically-growing companies in Sweden six of the past seven years.

Phone 720-219-4939
nepa.com/customer-experience



Opinions 4 Good (Op4G)

Founded 2010 | 25 employees
Frank Nappo, CEO



Online market research panel Op4G invites its panel members to participate in paid online research surveys and then requires they donate a portion of their incentives – at least 25 percent and up to 100 percent – back to one of its 300+ nonprofit organizations. Op4G’s unique approach to recruiting yields a highly engaged group of quality people who, as respondents, are dedicated to helping market research clients fulfill information needs. Clients’ incentive funds have allowed panel members to donate over \$450,000 to Op4G’s growing number of nonprofit partners. Op4G is headquartered in Portsmouth, N.H., and operates globally.

Phone 603-766-5858
www.op4g.com



Perspective Research Services

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



Perspective Research Services is here to help you at every stage of the data journey. You can use our full range of services as an end-to-end experience or simply dip into our services when you need us. Perspective specializes in data collection via telephone, face-to-face, qualitative and mystery shopping methodologies. Also housing two focus facility studios in the heart of London. Regardless of the methodology, Perspective can transform your data and bring it to life with sophisticated reporting tools including bespoke dashboards, data visualization reports, i.e., charts, graphs, infographic outputs and interactive online deliverables.

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

Phase5 SMARTER TOGETHER. Phase 5

Founded 1991 | 30 employees
Andreas Noe, Partner, CX Practice Lead and
Arnie Guha, Partner, UX Practice Lead



At Phase 5, we help clients on their journey to customer centricity by bringing together expertise in innovation, user and customer experience and design. Utilizing a combination of qualitative and quantitative research methodologies, advanced analytics and UX research and design expertise, we help clients: identify market opportunities; develop winning products and services; ensure an optimal user experience (digital/analog); and generate customer loyalty. Unlike large global research firms and single-specialty boutique firms, we maintain senior leadership engagement on projects from start to finish and offer a single point of contact while also offering global reach. Since 1991 we have been serving clients in financial services, professional services, technology/telecommunications, not-for-profit, media, energy, retail and many other sectors. Partnering closely with our colleagues and clients, we’re smarter together.

Phone 416-599-7555 x 232
phase-5.com





Precision Research Inc.

Founded 1959 | 25 employees
Scott Adleman, CEO

Successful product development and marketing teams focus on both the user experience (UX) and the user interface (UI). This customer-focused approach applies to all aspects of the customer journey, from information gathering, acquisition, implementation and daily use. Precision is here for all stages in your product development and refinement cycle. Our experience and user testing facilities are infinitely flexible to adapt to your needs. We help clients at all stages, usually starting with focus groups or In-depth interviews and ending with product/service experience by testing all aspects of the user interface. We also understand the importance of responsiveness. See for yourself when you ping us for a quote.



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Phone 847-390-8666
www.preres.com



Q One Tech

Founded 2015 | 7 employees
Dexter Chew, CEO

Q One Tech is a market research software development company with offices in the U.S., Canada, U.K. and Europe. Q One is a panel management, survey and UX research/data collection platform built by researchers for researchers and designed for research professionals to execute both simple and complex, single, multi-wave and quick turnaround studies. The wow factor for the Q One platform is its quote-to-cash design, giving users full control of every step for quotations, panel management, project management and survey scripting/programming whilst being able to track progress in real-time, making it one of the most comprehensive software-as-a-service MR platforms available. And best of all, the Q One platform really is new market research technology!



Phone 416-994-0388
www.qone-tech.com

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SERVICE 800

Founded 1989 | 107 employees, 385 project professionals
Jean Mork Bredeson, CEO

For 30 years, SERVICE 800 has been designing customer feedback systems and delivering metrics and insights that drive impactful improvements. Our philosophy is that CX is not just about measurements, it's about enabling customer-driven cultures, fed with fine data for statistical analysis and real-time practical data for that drives action and passion in the field. SERVICE 800 leverages its ability to follow up with your customers within minutes or days of their experience, interviewing in 30 languages with customers around the world and pushing dashboards and alerts to the right manager. Talk to us about increasing NPS or CES and about solving client business problems. Low-cost provider. Results in days.



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Target Research Group Inc.

Founded 1986 | 26 employees
Greg Spagna, CEO

Target Research Group is a global, employee-owned, full-service sensory and consumer insights research company. We are relied on by some of the largest brands in the world and have a proven track record of designing the most successful product launches in the last 30 years. Using a blend of data from different sources, we uncover hidden customer truths. Our modeling, machine learning and



artificial intelligence solutions support innovation. Our Product Knowledge Graph (PKG) increases success rates while reducing developmental cycles. By using machine learning and database technology, our flagship software enables researchers, product developers and food scientists to effectively design products. Our Collaborative Insights Program (CIP) is a turnkey solution managed by Target on-site or off-site. We create or optimize sensory and consumer testing functions to provide business with innovation expertise.

Phone 845-426-1200
www.targetresearchgroup.com



Touchstone Research Inc.

Founded 1991 | 34 employees
Aaron Burch, CEO

TSR has over 10 years of experience conducting digital usability studies on behalf of the world's largest media and entertainment and technology companies. We conduct hundreds of UX stud-

ies annually across a range of platforms including iOS, Android, Roku, Apple TV, AI assistant devices and online/mobile Web sites. We offer a wide range of UX research methodologies and tools to meet our clients' research objectives. TSR has a heavy focus on innovation and is constantly incorporating new tech into our UX offerings to deliver the best possible insights at rapid speeds and competitive costs. TSR is COPPA-compliant and GDPR-ready.

Phone 860-335-6079
touchstoneresearch.com





UserZoom

Founded 2007 | 180 employees
Alfonso de la Nuez and Dan Fishback, Co-CEOs



UserZoom is the world's most complete user experience (UX) research solution, allowing businesses to automate UX research for scale and speed. Through our all-in-one UX research platform and professional services, we empower businesses to generate the UX insights needed to design and deliver great digital experiences that impact the bottom line. UX and CX professionals at Fortune 500 companies across the globe

use UserZoom's UX insights platform to quickly and easily test the usability of their digital assets, allowing them to understand the impact of UX on brand perception, benchmark brand experience against competitors and combine quantitative and qualitative UX insights with analytics data to get the complete picture on their audiences.

U.S. head office: 866-599-1550
userzoom.com



Segmedica | ConnexionPoints

xspierient | Segmedica

Founded 2004 | 24 employees
Peter Simpson, CEO

xspierient | Segmedica delivers full-service global health, wellness and lifestyle custom market research and consulting, using advanced techniques

in qualitative, quantitative and ethnographic studies with HCPs, payers and patients/consumers. Serving pharma, devices, providers, payers,



food and beverage, food service, hospitality and retail. A leader in psychology, anthropology, sociology, neuroscience and linguistics, working with us achieves the highest quality market research and market segmentation. Our CX approach pairs deep personality-based personas with insightful experience gathering to tell an impactful and actionable story. Contact us for an online or in-person demo of how we can assist with your research needs.

Phone 716-799-8223
www.xspierient.com

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Names of Note

In Memoriam...

■ **Vern Cafarella**, a longtime marketing research director for Minneapolis-based food company *General Mills*, died on Dec. 23 at the age of 97.

■ **Timothy Gilbride**, an associate professor of marketing at the *University of Notre Dame's Mendoza College of Business*, died Jan. 12 at the age of 52. He taught undergraduate- and graduate-level courses in marketing research and his research focused on developing Bayesian statistical methods to help researchers better understand consumer preferences and make decisions under uncertainty.

■ In London, research agency *Hall & Partners* has appointed **Lee Gazey** as global CEO of health.

■ Researcher *Kantar*, London, has appointed **James Brooks** as chief operations officer, while **Scott Carter** has been promoted to chief HR officer. Both will additionally join the Kantar board.

■ Insurance company *GEICO*, headquartered in Chevy Chase, Md., has named **Amy Furman** as assistant vice president of marketing, responsible for digital advertising and brand and production.

■ Research agency *Bryter* has made various promotions and appointments in London and New York. In the com-

pany's London office, **Isabel Wood** and **Boram Park** have been promoted to research manager and research executive, respectively. New hires include **Annabelle Fain** as research executive as well as **Georgina James** and **Fiona Wiegert**, who join the company's grad program. In New York, **Noemi Hahn** has been named head of analytics and social sciences. **Mahdi Taqi** has been promoted to research manager and **Allie Jennings** has been promoted to senior research executive.

■ Durham, N.C., research firm *W5* has hired **Keanna Warmasley** as a client relations consultant, responsible for coordinating marketing campaigns and communication strategies for the company.



Warmasley

■ In Peabody, Mass., *TÜV SÜD America Inc.*, a quality, safety and sustainability solutions provider, has appointed **Jasmine Martirosian** as vice president of marketing for the Americas, including TÜV SÜD America, TÜV SÜD Canada, TÜV SÜD América de México and TÜV SÜD America do Brasil.

■ Reston, Va., firm *Comscore* has hired **Brittany Slattery** as global head of marketing.

■ Jersey City, N.J., mobile data technology company *SITO Mobile* has promoted **Matt Murphy** to SVP of channel partnerships.

■ *Adelphi Research* has added **Gwen Costa** as vice president of client services for the West Coast, based in the Los Angeles area.

■ **Adam Schragar**, COO of research company *Consumer Centers of New York and*

New Jersey, has joined the American Society of Trial Consultants membership committee, regional meeting task force.

■ Marketing solutions firm *Harte Hanks* has hired **Bant Breen** as chief executive officer and has promoted **Andrew Harrison** to president and chief operating officer.

■ Royal Oak, Mich., research company *Gongos Inc.* has named **Debie Pomorski** as chief financial officer and **Cheryl Halverson** as chief people officer.



Pomorski

■ *Nielsen*, New York, has appointed **George Callard** as chief legal officer. Callard succeeds **Eric Dale**, who has served in the role since 2015 and resigned to pursue an opportunity outside the company.

■ **Jan Willem Gerritsen**, executive officer, Europe/U.S./Latin America operations of the *Macromill Group* and co-founder and chief executive officer of research company *MetrixLab*, is leaving the company to pursue another opportunity. **Scott Ernst**, representative executive officer and global CEO of the *Macromill Group*, will take over on an interim basis.

■ Online research panel *Op4G* has named **Bill Soule** as senior director of client development, based in San Diego.

■ *Burke, Inc.*, Cincinnati, has promoted **Sandip Narang** and **Thania Farrar** to senior vice president, client services management.

■ The Senate voted to confirm **Steven Dillingham** as director of the *U.S. Census Bureau* ahead of the 2020 Census.

■ U.K.-based cross-media measurement



www.quirks.com/articles/2019/20190313.aspx

firm *RealityMine* has appointed **Billy Grant** as head of product and **Anthony Shaw** as head of customer success.

■ New York-based data science company *Dstillery* has promoted **Melinda Han Williams** to chief data scientist.

■ Sydney-based consultancy *The Leading Edge* has named APAC CEO **Gillian O'Sullivan** as global CEO. The company's EMEA CEO **Chris Paxton** is moving internally to sister agency *Hotwire Communications*, taking up the position of chief strategy officer. **Isobel Smyth**, managing partner, will take the lead for the EMEA region.



O'Sullivan

■ *Factworks*, a research and analytics company with offices in Berlin and San Mateo, Calif., has named **Nadja Böhme** as chief executive officer.

■ *Forte Research Group*, New York, has appointed **Elizabeth Plotkin** as vice president, insights.

■ Insights solutions company *Toluna* has appointed **Marco Pasqualina** as head of sales in North America and **Nathan Wimble** as U.K. sales director.

■ The board of the *Market Research Institute International* (MRII) has elected **Dan Coates**, president and co-founder of *Ypulse Inc.*, as board president for 2019. He succeeds **Jeffrey Henning**, who becomes the new executive director. The board also elected **Melanie Courtright** as president-elect and **Marjette Stark** as treasurer, as well as four new members: **Marion Boeri**; **Zoe Dowling**; **Dan Foreman**; and **Zontziry Johnson**. In addition, the MRII voted to offer the Canadian Research Insights Council, a newly formed trade body, an ex-officio seat on the board.

■ *LRW Group*, a Los Angeles-based group of integrated marketing services companies, has named **Rachel Spiegelman** as president of integrated marketing.

■ Digital research agency *Harris Interactive* has appointed **Susan Vidler** as

managing director for the U.K.

■ Marketing and research consultancy *BVA Group* has promoted **Alex Hunt** to CEO of its shopper insights agency *PRS IN VIVO*. **Scott Young**, who has held the position of CEO since 2016, will move to a senior vice president position within the *BVA Group* and assume a leadership role in the *BVA Nudge Unit*, the group's behavioral consultancy, leading its U.K. office. He will also drive *BVA Group's* regional expansion initiatives in the EU and Asia.

■ Germany-based agricultural research company *Kleffmann Group* has named **Monica Phillips** as managing director of *KG MarketSense*, its North American subsidiary. With the appointment of Phillips, *KG MarketSense* Founder **David Soorholtz** will focus on the global animal health market as director of animal health, North America and global product manager for animal health. Alos, **Omar Olmos** has been named managing director of *Kleffmann Group* in Argentina. He will be responsible for overseeing company operations in Latin America South, including Argentina, Chile, Paraguay and Uruguay. He will also continue to run operations in Mexico and Latin America North.



Phillips



Olmos

■ Honeoye Falls, N.Y., consulting firm *KJT Group* has appointed **Chris Carles** as vice president, consulting services; **Christine Holcomb** as research director; and **Joe DiGregorio** as director, research operations.

■ *SIS International Research* has appointed **Duilio Bini**, a sales representative from its New York City headquarters, as director of operations, EMEA. Bini will lead the *SIS EMEA* regional office in London.

■ *EMI Research Solutions*, Cincinnati, has named **Adam Jolley** as president.

■ San Jose, Calif., digital payment platform *PayPal* has appointed **Allison Johnson** as executive vice president and chief marketing officer.

■ Los Angeles-based nonprofit *Women in Research* (WIRe) has added four new members to its 2019 advisory board: **Alisa Hamilton**, founder of *Harvest Insights* in Atlanta; **Begoña Fafian**, head of knowledge and insights at *Coca-Cola WEBU* in London; **JD Deitch**, chief revenue officer at *P2 Sample* in Paris; and **Marion Elliot**, sales director at *Market Cube* in New York. Advisory board members **Christina Jenkins** and **Fiona Blades** will be transitioning to emeritus status. Blades will continue in her role as WIRe's New York event lead.

■ *Aimpoint Research*, based in Columbus, Ohio, has added **Sarah Tveidt** as director, working with the company's agriculture industry partners, and **Susan Frede** as research director.

■ Bethesda, Md., research and strategy consulting firm *Collage Group* has hired **David Burgos** as senior director, consumer insights to lead the company's custom insights business.

■ Plano, Texas, researcher *Dynata* has appointed **Tiama Hanson-Drury** as executive vice president, product development. **Bob Fawson**, who most recently headed product development, will now lead the panel and partnerships team. **Ryan Jantz**, who headed the panel and partnerships team, will now lead global operations. **Mark Slobbe**, former head of global operations, will be leaving the company. In addition, **Yaron Zimmerman**, former chief of staff, will assume the newly created position of general manager, emerging platforms. **Renaud Farrugia**, managing director for France and Southern Europe, will transition into the chief of staff position.

■ San Mateo, Calif., company *SurveyMonkey* has hired **Joe Cummiskey** as senior director of enterprise sales in EMEA, based in the company's Dublin office.

■ *Tel Opinion Research* has named **Ryan Tyson** as president of its national firm.

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Research Industry News

News notes

■ Eric Salama, CEO of research company **Kantar**, was hospitalized in January after he was stabbed while reportedly confronting a man trying to steal his car in Kew, London. Salama did not sustain any life-threatening injuries.

■ **The Media Rating Council** board of directors voted in favor of granting continued accreditation of **GfK MRI's** national syndicated measurement service.

Acquisitions/transactions

■ Communications company **Publicis Groupe** has announced its intention to acquire France-based data marketing firm **Soft Computing**. Publicis Groupe is looking to buy a controlling block representing 82.99 percent of the share capital at a price of 25 euro per share. The proposed acquisition is subject to prior information and consultation with the bodies representing Soft Computing's staff as well as to the usual conditions precedent.

■ Chicago-based media software and services company **Cision** has acquired **Falcon.io**, a social media marketing platform based in Copenhagen, Denmark. Falcon.io will be offered as a stand-alone social media platform for marketers, advertisers and customer experience professionals and will also

be integrated with the Cision Communications Cloud to expand social media capabilities to earned media and communications professionals.

■ Oslo, Norway-based data services company **Norstat** has acquired Hamburg, Germany, online consumer data firm **mafo.de GmbH**. Through the acquisition, Norstat will gain access to teams in Hamburg and Berlin, software solutions and the mafo.de panel with over 60,000 respondents.

■ **LRW Group**, a Los Angeles-based group of integrated marketing services companies, has acquired visual communication agency **Killer Infographics**. This is LRW's sixth in a planned series of acquisitions. Killer Infographics will operate under strategic consultancy Kelton Global as a member company of LRW Group.

■ **L&E Research**, Raleigh, N.C., has acquired the focus suites division of **Q & A Research Inc.** in Kansas City, Mo., and Walnut Creek (East Bay), Calif. Q & A Research will continue to operate its quantitative and qualitative services without impact.

■ Chapel Hill, N.C., data, research and marketing services company **Data Decisions Group** has acquired **Reach Analytics**, a predictive marketing technology start-up.

■ **Consumer Connections Research** (CCR) has acquired **The Martec Research Center** in Green Bay, Wis. With the acquisition, CCR will operate as a full-service market research firm from a new facility in Green Bay. As part of the transaction, members of the Martec Research Center's staff will join the new firm to provide full-service research with an emphasis on focus groups, product testing and online/telephone research.

■ Westlake Village, Calif., online sample marketplace **PureSpectrum** has acquired media agency **Happy Market Research**. Jamin Brazil, founder of Happy Market Research, will serve as president of PureSpectrum. The company's staple program, the Happy Market Research podcast, will continue as is.

■ Plano, Texas, researcher **Dynata** (formerly Research Now SSI) reached an agreement to acquire **Reimagine Holdings Group**, a Westport, Conn., holding company focused on consumer insights and marketing services businesses. The acquisition is subject to regulatory approval and is expected to close in Q1 2019. Financial terms of the deal were not disclosed. Reimagine Holdings is comprised of several business units including **Critical Mix**, an online survey and digital data company; **MarketSight**, a data analysis and visualization platform; and **PopResearch**, a brand and communications research platform.

■ Framingham, Mass., data and intelligence company **Definitive Healthcare** has acquired the data services business and assets of **HIMSS Analytics**, which includes the Logic, Predict, Analyze and custom research products.

■ San Francisco-based insights platform **UserTesting** has agreed to acquire **UserMuse**, a market research service designed for businesses that target corporate customers and institutions. The acquisition will create global testing panels for B2B and B2C companies.

Alliances/strategic partnerships

■ **T-Mobile** has partnered with research company **HarrisX** to create the HarrisX/T-Mobile 5G Consumer Index, a quarterly study that measures American attitudes, expectations and impressions regarding 5G wireless technology.



■ Nuremberg, Germany, research company **GfK** and Berlin-based artificial intelligence (AI) start-up **SO1** have formed a partnership, giving GfK clients access to SO1's AI and targeting capabilities. Through the partnership, GfK's retail clients can apply total market insights from GfK consumer panels directly in order to impact purchasing decisions through promotion customization. Additionally, the two companies have developed targeting formats for GfK's loyalty card portfolio. **ATTRIBUTEION +** is a jointly-developed GfK platform that allows retailers to complete and enrich loyalty card data with information from GfK consumer panels.

■ Chandler, Az., company **Ironwood Insights Group** has partnered with

Marty's Orchid House, naming it the company's official corporate charity. Marty's Orchid House is a day program for children facing behavior, emotional and health challenges.

■ CX design and consulting firm **CX Workout** has formed a strategic alliance with online mobile research firm **itracks**. Itracks' bulletin board focus groups will be coupled with the CX Workout journey-mapping platform, allowing companies to optimize their customers' journey in real-time.

■ Research service providers **Schlesinger Group** and **Civicom** have formed a strategic alliance to enhance their ability to provide Web-enabled qualitative services. The alliance will focus primar-

ily on Civicom facilitating Web-enabled in-depth interviews and focus groups and Schlesinger Group providing recruiting services. The two companies will continue to operate independently and maintain their own clients.

Association/organization news

■ The **Insights Association** and 28 other groups in the Census Project coalition urged the confirmation of Steven Dillingham as director of the Census Bureau ahead of the 2020 Census.

■ The **Mobile Marketing Association**, New York, has formed a brand-led Future of Mobile Fraud Council. The council aims to help marketers assess their exposure to fraud, combat fraud

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- Are pre-roll ads memorable?
- Are premium ad buys worth it for your brand?

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with tools and education and improve their ability to track the impact of their efforts using best practices. The initiative will be co-chaired by Kevin Frisch, CMO at Wag Labs, and Terri Schriver, SVP enterprise media, Bank of America.

■ The board of the **Market Research Institute International** (MRII) has elected Dan Coates, president and co-founder of Ypulse Inc., as board president for 2019. He succeeds Jeffrey Henning, who will become the new executive director. The board also elected Melanie Courtright as president-elect and Marjette Stark as treasurer, as well as four new members: Marion Boeri, Zoe Dowling, Dan Foreman and Zontziry Johnson. In addition, the MRII voted to offer the Canadian Research Insights Council, a newly formed trade body, an ex-officio seat on the board.

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New accounts/projects

■ **Nielsen**, New York, and **Hearst Television** have completed a renewal agreement for local and national television and radio ratings, behavioral insights and measurement services. With the new agreement, Hearst stations will continue to use a range of Nielsen data and software solutions to offer a broader look at consumer viewing habits across key markets and geographies.

■ **Nielsen**, New York, and **Raycom Media** have announced a renewal agreement for Nielsen local television ratings service within most of Raycom's LPM, SET and code reader markets. The agreement provides Raycom with complete measurement of select local broadcast stations as well as syndicated

local TV measurement. It also includes viewing and consumer behavior and insight tools including Arianna, NLTV, Ad Intel and Scarborough-Local.

■ **CBS Corporation** and **Nielsen**, New York, have reached an agreement for Nielsen national, digital and local audience measurement. The renewal includes a range of services. CBS Television Network, CBS Television Distribution, Showtime Networks, Smithsonian, Pop, CBS Sports Network and CBS' 27 owned-and-operated local television stations will continue to use Nielsen's Total Audience measurement services as part of the deal. Financial terms were not disclosed.

New companies/new divisions/relocations/expansions

■ German software company **quantilope** is expanding into the U.S. market, opening an office in New York. Thomas Fandrich, the company's co-founder and COO, will head up the U.S. business.

■ Qualitative research services firm **Recruit and Field** has relocated and expanded its recruiting headquarters in New York, with a new office address in Melville, N.Y.

■ Plano, Texas, company **Research Now SSI** has rebranded as **Dynata**. The company says the new brand reflects its strategy to provide data across the marketing spectrum to achieve new standards of marketing performance and to close the learning and knowledge loop across marketing disciplines. Research Now merged with research data company SSI in 2017.

■ Newtown Square, Pa., firm **Research America** has opened a central location testing facility located in Altamonte Springs, Fla. The space includes a focus group room and personal interviewing spaces, client monitoring facilities, a test kitchen, laundry testing areas and sensory testing rooms. The company has tapped Maddie Sutphin to lead the facility.

■ **Discovery Research Group** has added a new call center in Cheyenne, Wyo., to its network of U.S. phone centers. Overseeing the new center is Richard McCaffery.

■ Netherlands-based research technology company **Nebu** has opened two data centers in the U.S. and Southeast Asia.

Research company earnings/financial news

■ Data science and machine learning platform **Dataiku Inc.** has announced a \$101 million Series C funding round led by ICONIQ Capital. The company says it plans to double its current staff at its New York City headquarters and offices in Paris and London as well as new offices in Sydney and Singapore. Dataiku will also add new product features and work to expand its network of technology partners.

■ Chicago-based social media marketing and analytics firm **Sprout Social** has announced \$40.5 million in new funding from Goldman Sachs, New Enterprise Associates and led by Future Fund. The latest investment round brings the company's total capital raised to \$103.5 million. The company says the new funds will be used to deepen its platform capabilities and increase its international expansion.

■ In January, Alpharetta, Ga., sampling solutions firm **P2Sample** announced more than 60 percent year-over-year revenue growth for 2018. The company also reported 10 million survey completes over the previous 12 months.

■ Toronto-based data collection firm **Delvinia** has made an investment in **Measure Protocol**, a blockchain-powered marketplace. With the investment, Measure Protocol plans to extend its core development work into advanced cryptography for protecting consumer data and profiling and to launch its consumer-facing application business in the second quarter of 2019. As part of the relationship, Delvinia will provide Measure Protocol with strategic advice and identify opportunities to improve the research experience.

■ Canada-based qualitative research solutions firm **itracks** has secured \$1.5 million in financing through RBC. The company says expansion plans include relocating to a software development facility and increasing staffing to support software releases in 2019.

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••• can't-miss activities

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.

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

NMSBA will hold the Neuromarketing World Forum on **March 13-15** in **Rome**. Visit bit.ly/2zy4MwG.

IQPC will hold its Customer Contact Week Asia event on **March 18-21** in **Singapore**. Visit bit.ly/2D5Q9Ed.

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

IQPC will hold its Customer Contact Week Executive Exchange event on **March 31 - April 2** in **Miami Beach, Fla.** Visit bit.ly/2quQ1X3.

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

ESOMAR will hold its Latin America 2019 event on **April 7-9** in **São Paulo**. Visit www.esomar.org.

KNect365 will hold its FUSE 2019 event on **April 8-10** at the Radisson Blu Aqua in **Chicago**. Visit bit.ly/2vpiqRB.

KNect365 will hold its Marketing Analytics and Data Science event on **April 8-10** at the Hyatt Centric Fisherman's Wharf in **San Francisco**. Visit bit.ly/2hpc3E6.

SKIM and **Sawtooth Software** will hold their 2019 European Conference and Training Event on **April 9-12** in **Paris**. Visit bit.ly/2FjRR60.

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 University Center on the University of Texas at Arlington campus in **Arlington, Texas**. Visit bit.ly/2RBQrDn.

Empresarial will hold its 2019 Printemps Des Etudes (Spring Studies) Trade Show on **April 11-12** in **Paris**. Visit bit.ly/1DZaBlz.

ARF will hold its AUDIENCExSCIENCE 2019

conference on **April 15-16** at the Hyatt Regency in **Jersey City, N.J.** Visit bit.ly/2SNSb0E.

Applied Marketing Science will hold a "Listening to the Voice of the Customer" workshop on **April 23-24** at the Sheraton Boston Hotel in **Boston**. Visit bit.ly/2TRiDar.

CX Talks will hold The Customer Experience Summit 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.

IQPC will hold its Chief Data and Analytics Officer Exchange event on **May 7-8** in **Victoria, Australia**. Visit bit.ly/2QpRlWR.

KNect365 will hold its Front End of Innovation event on **May 14-16** at the Seaport World Trade Center in **Boston**. Visit bit.ly/2hb3xdc.

Merlien Institute will hold its Qual360 EU event on **May 15-16** in **Amsterdam**. Visit eu.qual360.com.

AAPOR will hold its 2019 Annual Conference on **May 16-19** at the Sheraton Centre Toronto Hotel in **Toronto**. Visit bit.ly/2ouuwVL.

Intellus Worldwide will hold its 2019 summit on **May 19-21** in **Philadelphia**. Visit bit.ly/2RDXQov.

WAPOR will hold its 2019 Annual Conference on **May 19-21** in **Toronto**. Visit bit.ly/2HRLMwc.

ESOMAR will hold its Asia Pacific 2019 event on **May 22-24** in **Macau**. Visit bit.ly/2TuujzL.

ASA will hold its Symposium on Data Science and Statistics on **May 29 - June 1** at the Hyatt Regency Bellevue in **Bellevue, Wash.** Visit bit.ly/2D3qHz0.

LIMRA will hold its 2019 Marketing Conference on **May 29-31** at the Westin Boston Waterfront in **Boston**. Visit bit.ly/2quzGSv.

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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WELCOME!

WELCOME TO THE PREVIEW OF THE 2019 CHICAGO QUIRK'S EVENT!

Since 1986, Quirk's Media has been dedicated to promoting the understanding, use and value of marketing research and customer insights across all industries by delivering a wide range of free resources for marketing research professionals, from our magazine and e-newsletter to our Webinars and directories of research product and service providers.

In 2015, after seeing the need for a low-cost, inclusive conference for marketing researchers, we held the first-ever Quirk's Event in Brooklyn, N.Y., a gathering that has sold out of exhibitor and attendee space every year since.

To keep costs low for attendees and exhibitors alike, we eliminated the keynote speakers and sit-down luncheons of other industry events. By making it affordable for everyone, the goal is to maximize attendance and provide the most inclusive marketing research experience with the best ROI for all.

This year, in addition to Brooklyn (March 5-6), we expanded the Quirk's Event schedule to include gatherings in London (February 12-13) and Chicago (April 2-3).

The Quirk's Event is a two-day experience, packed with more than 70 30-minute education and learning sessions delivered by client-side researchers or research vendors (sometimes both!) on a range of topics, from case studies and explorations of best practices to deep dives on specific methods or techniques.

Speaking slots are chosen based strictly on educational value and are not sales pitches. (Presenters must agree to adhere to the Quirk's Q-mandments, which stipulate that sessions must be interesting, informative and sales-free.)

At the center of the action is the exhibit hall, which is designed to be a fun, interactive venue for face-to-face meetings between attendees and our valued industry supporters.

In the following pages you'll find profiles of selected speakers and sessions along with overviews of networking opportunities, dining options and expo exhibitors. (While current at press time, information is of course subject to change!)

At the show, you'll find a daily agenda, map and list of exhibitors as well as information about food and drink and special exhibit hall experiences.

We want to make The Quirk's Event a regular part of your ongoing efforts to learn and grow as an insights professional, so please let me know your thoughts on how we can improve your experience.

Sincerely,

Joseph Rydholm
Editor
Quirk's Marketing Research Review

INSIDE...



Great tips for experiencing Chicago.

page C24



Preview and prepare to experience the exhibit hall.

page C26



Engaging
30-minute sessions.

page C4



Top industry professionals are preparing to **share real-world solutions.**

page C12



Special events and interactive smart badges.
Game on!

page C18

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SESSIONS



TOP-NOTCH LEARNING

The Quirk's Event offers engaging 30-minute sessions from both client-side researchers and suppliers on the latest research trends, techniques and strategies. We've highlighted a handful of sessions here and you can find a complete detailed list of sessions at www.thequirksevent.com.

RESEARCH PROCESS

Enabling Breakthrough Ideas for Kraft Heinz through Innovation Pipeline Sprints

Stacey Cox, Consumer Insights Leader, Kraft Heinz
Erin Faulk, Vice President of Lean Growth, 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. Attendees will learn: why taking an entrepreneurial approach to tackle tried-and-true challenges leads to better, more consumer-centric results; how to keep your existing brands relevant in the face of market shifts; and how leveraging jobs-to-be-done and iterative, real-time consumer input enables stronger ideas.



BRAND IDENTITY

Gap Customer Attrition – Path to Brand Restoration

Courtney Minor, Director of Consumer Insights, Gap
Tim Hoskins, President, Quester

Seeking a transformation to win back customers, Gap leaned on the insights team to illuminate the path.



The challenging question required Gap to think outside of the box and turn to innovative methodologies to deeply understand the heart and mind-set of its lost consumers. Join us at this session to learn how the insights and strategies led to: product redevelopment; style, fit and quality updates; brand identity updates; and digital strategy and in-store experience enhancements.



DIGITAL TRANSFORMATION

From Measuring Share to Measuring Velocity: Understanding Market Dynamics in a Rapidly Transforming Marketplace

Barry Jennings, *Director, Cloud and Enterprise Insights, Microsoft*

When Microsoft's commercial product space transformed from products that shipped in boxes to services that operate more like a utility, the way the company measured the impact of its product in the market had to change. This required a digital transformation in how Microsoft collected data, analyzed information and drove impact among stakeholders. Microsoft had to move from measuring a scalar concept (market share) in a space with relatively easily obtainable data to measuring a vector concept (instances and consumption), which required innovation in creating and cultivating new data sources and moving an organization to change its mind-set on how it measures what matters in the marketplace.



Barry Jennings, director of cloud and enterprise insights, will discuss how Microsoft used traditional and non-traditional research methods during this transformation. "Our team is going through a digital transformation journey right now and we are evolving in a way that energizes me after 30 years in the research industry," Jennings says. "Our ability to synthesize from so many different sources ranging from the tried-and-true survey/focus groups to consumption and spend data from behavioral sources to social media analytics and more gives us more tools to tackle business issues and drive impact into the business. The tool set has widened, and we can get things done good, fast and cheap – and increasingly we are answering questions we could not do with great precision in the past."

CUSTOMER EXPERIENCE

How IBM Incorporates 'Win/Loss' into Continuous Customer Insight

Connie Blauwkamp, *Manager, Market and Brand Research, IBM*
Mike Nash, *President, KS&R*

When IBM's new CMO joined in late 2016, there was an increased emphasis on customer advocacy. One of the vehicles introduced to capture client feedback was the Win-Loss program. Pilot work began in 2016 to help sell the program internally, identifying key questions/attributes, determining what works/doesn't work, uncovering best practices and modifying those process elements that were not working. Activities to scale the program began in Q3 2017, such as automating eligibility and list-pull processes (e.g., size of deal, fatigue issues, prioritization rules, etc.), expanding into additional product categories (now 20 products covered), expanding into non-English-speaking markets (e.g., five languages and 17 countries included), expanding moderator team, etc. In this session you'll hear strategies for fostering cross-function collaboration – several hundred IBM executives and managers are actively engaged in reading and acting on the client insights, creating a cross-team energy that is rarely seen in such large organizations. You'll also learn the benefits of complementing quantitative data with qualitative narratives. For one, it allows insights to go another step further than NPS, reimagining them with more nuance, second-level detail and storytelling from Win-Loss to beef-up what was previously an isolated metric.



Culture, Codes and Cognac: How We Used Semiotics to Reinvigorate Grand Marnier's Global Brand Assets and Enrich Mental Availability •

Athena Brand Wisdom, Campari Group, QRCA

Picking Consumers' Brains for Better Advertising Effectiveness • MARS, ESOMAR

Vendor Love: How to be the Client Your Vendors Put First • Formerly with maurices

CLEAR M&C Saatchi Brand Experience Gap Results • CLEAR M&C Saatchi

How to Build a Market Intelligence Organization that Matters: A Case Study • Worldpay

Making a Difference for the Business: Key Drivers of Success • J.P. Morgan

Breaking Down the Product Silos in Brand Health Tracking • Progressive Insurance, Radius Global Market Research

Why Don't They...? Using Narrative Economics to Better Understand People • Fader & Associates

How to Optimize Co-Creation! • TherapeuticsMD, Sharpen Innovation

Customer Experience from Talk to Action: An Interactive Workshop • Cargill

Research on Research: The Evolving Respondent • Comcast, Phoenix Marketing International

Using Cross-Disciplinary Insights to Understand Your Customer's Journey • Wall Street Journal Dow Jones

Getting to Shopper Reality through Behavioral In-Person Research • PRS IN VIVO

Future Feedback: The Necessity of Rethinking How We Ask Questions • Maru/Matchbox

DIY Market Research: How Agile Start-up Culture is Transforming the Way We Grow and Innovate • SurveyMonkey Audience

It's Not Just About if You Like it: A Reasoned Action Approach to Predicting Consumer Behavior • KJT Group Inc.

Stretching a Start-Up's Pre-launch Research Budget • KJT Group Inc., Cartiva

Emotional Connections and Brand Disruption • Schmidt Market Research

Research and the Elusive Generation Z • Confirmat

Using Segmentation to Drive CX Transformation • Russell Research

Decoding Disruption: Understanding Consumer Expectations for Brands • 20|20 Research

Taking Care: What Research with Extraordinary People Can Teach Us About Being Extraordinary Researchers • Smarty Pants

Understanding Sneaker Culture: The Products, the Players and the Community – And How to Authentically Engage • Ypulse, Bleacher Report

Deep Dive on Purchase Behavior Influencers • BuzzBack Market Research

Beyond Breakthrough: Stronger Brands through Better Diagnostics • Phoenix Marketing International

How and When to Use Online Qual for Designing Successful Consumer Studies • Aha! Strategic Online Qual Platform

Building a Powerful Global Research Insights Platform at Kellogg's • SKIM, Kellogg Company

The Power of Play: Unlock Prospective Thinking with a PlayFULL Research Technique • InsightsNow Inc.

Demanding Reporting Demands No Compromise • Dapresy, Harris Insights & Analytics

Building Insight-Led Strategy and Activation through Agile Qualitative • Digsite, Tillamook

Growing Up • Insight Strategy Group

Shifting from CX to HX: 3 Guidelines for Aligning Human Experience and Brand Experience • RealityCheck

Levels of DIY: Take Control Without Overwhelming Yourself • Communications for Research, The Climate Corporation

Six-Second Advertising: It's a Matter of Being in the Right Place at the Right Time • Ameritest

Conquering E-Commerce by Capturing Consumers' Gut, Heart and Mind • AcuPOLL Precision Research, Church & Dwight



RESEARCH PANELS

Big Data and Small Qual: Amazing Best Friends

Jon Allison, *Vice President Research, Verve*
Andrea Golightly, *U.S. Retail Research for Beauty, Personal Care and Grocery/Household, Walgreens*

Walgreens was looking to provide more thorough answers to stakeholders' business questions. To do this, they partnered with research agency Verve to build and leverage a customer panel to better understand customers and keep the voice of the shopper central to everything they do. Walgreens' Viewpoint Customer Panel starts with real-world buying behavior, which supports all the custom research and exploration conducted. Walgreens piloted a new service in a small number of its 9,000+ stores. Walgreens found the business results to be on target but there were also unintended consequences.



Walgreens

In this session, learn how Walgreens and its research partner Verve used behavioral data at the customer level, along with sales results and other data sources to assemble an online qualitative community in order to better understand the attitudes, behaviors and beliefs of a targeted group of customers in order to understand the why behind the buy (or lack thereof).

ONLINE COMMUNITIES

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*

Experian launched voicesHUB, its private branded B2C DIY online qualitative community, in 2010 to better understand its online subscription member base. Experian continually innovates voicesHUB to keep members engaged and informed. Tiffany Ng, senior manager, consumer insights for Experian, has a go-to method to do just that. "Content, content, content," Ng says. "Specifically, content about our employees and what we're up to.



Our members are always interested in how things work so we try to keep them engaged by giving them a peek behind the curtains. Short videos that digitally introduce our members to our employees are a great perk of our community."

In this session, together with Talking Business, Experian will present a behind-the-scenes case study look at how voicesHUB initiatives fueled business growth by leveraging a community to further engage with the brand, boosting retention rates and increasing brand affinity year after year. "Simply put, we have a great MR story to tell and we're willing to share it," says Holly O'Neill, chief insights officer of Talking Business. "Online communities are where new technologies meet consumer insights agility. Nine years strong, voicesHUB by Experian not only provides actionable product development and marketing direction but also puts the customer at the forefront."



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

Operational Metrics Integration and Case Studies • Customer Lifecycle LLC

Accelerate Relevance – Making Insights Sticky in Slippery Times • InsightFarm Inc.

Rise Up! The Manifesto for Revolutionary Marketing • Little Bird Marketing

How Nestlé is Applying Agile Principles to Achieve Product Innovation Success • GutCheck, Nestlé

Increasing Research Rigor with Hybrid QualQuant Survey Research • QualQuant Signals

Memory Reconstruction Interviews: Revealing what People Can't (or Won't) Say in Conventional Interviews • Inqui Research

Portfolio Re-Engineering: Go Beyond Price and Size with Brand Equity and Gamification • Knowledge Excel Services

The Renaissance of Qualitative Research in the Digital Age • Fuel Cycle

Improving Research By Doing Research: Learning from Market Research Participants • Stockwell Strategy, L&E Research

Using Social Media Data to Predict New Product Success • in4mation insights

Bringing Up Baby in 5 Languages: Using Mobile and Ethnography to Understand Differences in Global 'Mommy Culture' • ModelPeople Inc.

Using Mindstate Profiling to Drive Marketing Strategy • MMR Research Associates, Perrigo Company plc, TriggerPoint Design

The Peaks and Pitfalls of MaxDiff at Procter & Gamble • Sawtooth Software, Procter & Gamble

Using Text Analytics to Enhance Customer Experience Management • Ascribe

Mission Impossible: Making a Client-Ready Dashboard in 30 Minutes • E-Tabs, Askia



AUTOMATED RESEARCH

How Dell EMC Tests and Strengthens Marketing Campaigns with Automated Research

Stephanie Woodstrom, Marketing Communications, Global Marketing Campaigns, Dell EMC
Zahara Malik, Senior Director of Client Services, Dynata

Every year, Dell EMC launches multiple digital marketing campaigns, targeting IT executives and managers and highlighting specific, quantifiable benefits of IT transformation with Dell EMC solutions. Each campaign involves multiple executions across the digital landscape and required a development timetable that left no time for concept testing to ensure the messaging resonated with IT professionals and that the images and design reinforced the messaging with impact and immediacy. In this session, Dell EMC and Dynata will share how they found an automated research solution that cut concept testing from three weeks to five days. The solution also reduced costs without sacrificing the quality of insights.

DELL EMC



Stephanie Woodstrom from Dell EMC will share the type of insights the team gained from concept testing; how they used real-time reporting and dashboard visualizations to keep campaign development moving; how they used their findings to improve the effectiveness and efficiency of their marketing efforts; and how your marketing research team can do the same.

MIXED METHODS

How Data-Driven Insights Can Change Pork's Perception Problems

Tara Dugan, Director, Consumer and Marketplace Insights, The National Pork Board
Paul Metz, Executive Vice President/Partner, C+R Research

The National Pork Board (NPB) connects and supports packers, processors, retailers and food service operators by helping inform and inspire their business strategies. A large-scale domestic demand landscape study was conducted in 2018 and results are being actively shared with industry partners. This session will cover the NPB goals that framed the research objectives and you'll hear how NPB leveraged multiple sources of consumer data – InfoScout data, custom surveys and Experian Mosaic – to provide both accurate and comprehensive household-level insights about purchasing, usage and attitudes about pork and other proteins. Included will be examples of how NPB combined behavioral segmentation based on grocery receipts with occasion and attitudinal segmentation derived from consumer surveys. You'll also hear how the NPB has activated the findings from the research to develop communication strategies to serve the varying needs of its industry partners. Techniques used include mobile research, behavioral economics, storytelling/data interpretation and hybrid/mixed methods.

pork checkoff

C+R RESEARCH



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Winning the War: How Self-Service is Driving LEAN Innovation at a Major CPG • AYTM

When Speed Meets Substance – Implicit CPG Insights • quantilope

Everybody Lies – How to Find the Truth in Your Concept Testing and Innovation • Intengo

How to Use Social Media Data to Match Fresh Participants from 2 Billion People • Liveminds

Virtual Testing, Real Behavior: The Future of Behavioral Science • Explorer Research

Measuring Multi-Screen Around the World • eye square

How Discover.ai is Helping Brands Use AI to Be More Human • Discover.ai

Creating Added Value from NPS with Text Analytics • Provalis Research

Accelerated Insights • PureSpectrum, M/A/R/C Research

Best Practices in Online Sampling • EMI Research Solutions

All in One Bite: How Qual/Quant Hybrid Breathes New Life into an Organic Ice Cream Brand • Research America Inc.

What Researchers Can Learn from Marketers and What Marketers Can Learn From Researchers • FocusVision

The (Behavioral) Science of Conversation • Reach3 Insights

AI-Powered Research: Friend or Foe? You as the Human Decide • Sylver Consulting, Novantas

Hey There Good Lookin' - How Tyson is Adapting Dating Apps to Screen Food Ideas • Tyson Foods, Dig Insights

How Brands Can Use Emotion AI to Be Heard in the Age of Distraction • Realeyes, Turner Ignite

Full Immersion Shopping: Taking Shopper Research to the Next Level with Virtual Reality • Tobii Pro

ONLINE RESEARCH

Insights in the Digital Age: Mapping Respondents to Online Behaviors

Jessica Wong, Senior Research Manager, CBS Interactive

Digital media is a constantly evolving industry. Staying at the forefront of change is critical to thriving in a competitive market and market research is in a position to inform business strategy. Surveys are a commonly used research tool to learn more about human behavior but often rely on self-reported data. By linking survey responses with online behaviors, we can get a deeper understanding of our users to discover insights and help solve business problems. This presentation from CBS Interactive's Jessica Wong will show the methodology behind linking survey and digital data and provide various examples of how it helped inform audience growth (e.g., Millennials), editorial content (e.g., topics covered), product development and cross-team collaboration. Recent trends in the digital media and videostreaming space will also be discussed. In addition, you'll learn how to utilize digital tracking to overcome some limitations with surveys; discover how linking survey and digital data can help inform business strategy; and hear about the latest trends in videostreaming.



PANEL MANAGEMENT

Has Anyone Ever Asked You What It Feels Like to be You?

Teresa Faust, Senior Manager, Research and Metrics, United Methodist Communications
Kalinda Fisher, Founder/Managing Partner, Advocate Market Research

Research is a navigation tool to inform decisions that help organizations meet strategic goals. Enhancing relationships with key stakeholders is a critical element of meeting goals.

We need to intentionally listen to understand what our customers need. Online engagement panels provide a flexible, efficient, cost-effective platform to authentically listen and act on customer desires. This case study from United Methodist Communications is an overview of an ongoing project that began in 2016 as focus groups that morphed into an online community and influenced the development of other online communities. Subjects covered include: MROC/custom panel-building; strategic partnerships; panel management; outcome identification. Find out how United Methodist Communications learned that engagement panels build relationships and how the organization overcame challenges and was able to activate the data it obtained.



ONLINE COMMUNITIES

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

Customer experience research is challenging under any circumstances but especially so when the "customers" are hospital patients and their families coming to a place such as Cincinnati Children's Hospital Medical Center. Their deeper need states are so personal and it's difficult for most of us to imagine what it is like but, using an online community, Cincinnati Children's is trying to understand what they go through, extracting insights and making plans to create a better experience. This session will use two case studies to illustrate. One involves investigating what it's like when parents and their child are inpatients in an intensive care unit, as a guide for the construction of a new tower that will house intensive care units and the emergency department. Another case study involves teaching the doctors, who are so key to the successful outcomes of the patients' and families' lives with their cutting-edge treatments. Through a combination of the online community and other research, Cincinnati Children's created a training tool designed specifically for physicians for engaging with patients and families.





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It is always our goal to offer quality learning sessions at The Quirk's Event. To do this, we reach out to your peers and ask them to share real-world experiences, strategies, case studies, best practices and successful applications of research techniques. Wondering who we have lined up to speak in Chicago? Here's a sneak peek.

Jessica Wong

Senior Research Manager, CBS Interactive



Jessica Wong supports CBS Interactive's entertainment, sports and news as senior research manager. Her primary research projects include audience profiling, brand strategy, competitive tracking and usability testing. Wong spent time on the supplier side prior to her role at CBS Interactive as a researcher at a market research firm in New York where she worked with media clients like Viacom, FOX and Warner Brothers. She received her Ph.D. in cognitive psychology from the University of Chicago and has published several peer-reviewed journal articles.

In her session "Insights in the Digital Age: Mapping Respondents to Online Behaviors," Wong will discuss how to use digital tracking to overcome limitations with surveys, how it can help inform business strategy (audience growth, editorial content, product development) and the latest trends in videostreaming.

Julie Loving

Director, Insights, TherapeuticsMD

Julie Loving has over 17 years of global experience, having worked across Asia-Pacific, Europe and Latin America and having lived in the Asia-Pacific and European regions. She is currently director of insights for pharmaceutical company TherapeuticsMD, building on her experience in consumer packaged goods, entertainment and pharma with expertise in consumer, professional and payer. Loving says she began her career in insights after a fateful decision following graduation. "I ended up in insights by accident! When I graduated, I had two offers: one for insights and one as a media planner. I chose the insights role because I liked the vibe at that agency and have never looked back. I didn't realize how that seemingly accidental choice would change my life – being able to get a glimpse into the hearts and minds of consumers is truly a gift."

Loving will co-present with Sharpen Innovation in the session "How to Optimize Co-Creation!" The presentation will outline six key elements that make co-creation sessions more effective and productive.

Mona Stronsick

Director of Market Research, Progressive Insurance

For the past 21 years Mona Stronsick has worked at Progressive Insurance. Today she is a research director, leading a highly productive team to design and execute research activities that connect the consumer to Progressive's product and service offerings. Stronsick is dedicated to delivering high-quality, cost-effective insights that support business strategies.

Along with Michael Franke, Progressive Insurance, and Glenn Staada, Radius Global Market Research, Stronsick will present a session titled, "Breaking Down the Product Silos in Brand Health Tracking," at The Quirk's Event.

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Dave Krier

Vice President, Access Services and Family Relations,
Cincinnati Children's Hospital Medical Center



As vice president, access services and family relations at Cincinnati Children's Hospital Medical Center, Dave Krier oversees the daily operations of access services. This includes a centralized scheduling center, pre-authorization and registration functions as well as family relations, guest services, pastoral care, food services, school services and all outpatient facilities.

While Krier is not a marketing researcher, he is a leader in outpatient structure, overseeing the access, utilization and optimization of ambulatory services at Cincinnati Children's. At The Quirk's Event he will co-present a session titled, "The No. 2 Ranked Pediatric Hospital Leverages a Community to Learn from its Patients," which will look at two case studies that highlight how Krier's team used customer experience research.

Prior to joining Cincinnati Children's, Krier was employed at The Cleveland Clinic as well as the Ohio State University College of Medicine.

Stephanie Woodstrom

Marketing Communications, Global Marketing
Campaigns, Dell EMC



Stephanie Woodstrom is a creative insights lead for the global marketing campaigns team at Dell EMC. She is responsible for ensuring the internal creative team is driven by data and informed by best practices. Woodstrom was instrumental in launching a more efficient research process to test creative in development to ensure it is well-received in market. She is passionate about capturing and analyzing data at every point in the process to improve marketing creative and execution.

At The Quirk's Event, Woodstrom will be co-presenting a session titled, "How Dell EMC Tests and Strengthens Marketing Campaigns with Automated Research."

Woodstrom lives in Minnesota with her husband, two sons and Goldendoodle.

Michelle Gansle

Innovation and Category Insights Manager, Mars Wrigley Confectionary

Michelle Gansle is innovation and category insights manager at Mars Wrigley Confectionary in Chicago. Gansle has more than 20 years of experience in marketing, marketing research and business development, with a focus in consumer packaged goods. Prior to joining Mars she worked for and with several global Fortune 500 companies including Clorox, Nestle and Dell Computers. Developing creative strategy that delivers a strong ROI is one of Gansle's professional highlights.

At The Quirk's Event, Gansle will share a case study presentation titled, "Picking Consumers' Brains for Better Advertising Effectiveness." The session will share how bringing art and science together can produce positive ROI, drive sales and more.

Saurabh Aggarwal • Knowledge Excel Services

Jon Allison • Verve

Kristin Anderson • Formerly with maurices

Rob Anger • Church & Dwight

Abby Asani • Ameritest

Peter Aschmoneit • quantilope

Jonathan Asher • Explorer Research

Jeff Bander • eye square

Anne Beall • Beall Research Inc.

Adam Bendriss Alami • Provalis Research

Jim Berridge • Phoenix Marketing International

Connie Blauwkamp • IBM

Sharon Brant • Worldpay

Claire Brooks • ModelPeople Inc.

Tony Brown • EMI Research Solutions

Frank Buckler • Success Drivers

Russ Budden • E-Tabs

Hugh Carling • Liveminds

Holly Carter • Confirmat

Jim Chastain • RealityCheck

Dawn Colossi • FocusVision

Jamey Corriveau • Askia

Stacey Cox • Kraft Heinz

Paula David • Realeyes

Ericca Dennehy • AcuPOLL Precision Research

Remy Denton • SKIM

Jon Dore • Reach3 Insights

Zoe Dowling • FocusVision

Merrill Dubrow • M/A/R/C Research

Tara Dugan • The National Pork Board

Babita Earle • Zappi

Michael Edwards • Dig Insights

Carrie Ericksen • Tillamook

Susan Fader • Fader & Associates

Thomas Fandrich • quantilope

Erin Faulk • The Garage Group

Teresa Faust • United Methodist Communications

Karin Ferez • Customer Lifecycle LLC

Dawn Ferfolia • Nestlé

Ray Fischer • Aha! Strategic Online Qual Platform

Kalinda Fisher • Advocate Market Research

Marat Fleytlikh • Tyson Foods

Michael Franke • Progressive Insurance

Tina Gaffney • Realeyes

Michelle Gansle • MARS

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Anndrea Golightly • Walgreens

Maurice Gonzenbach • codit.co

Tatiana Gormley • BuzzBack

Marc Goulet • Russell Research

Heather Graham • PRS IN VIVO

Doug Grant • Inqui Research

Andrew Grenville • Maru/Matchbox

Janel Hagaman • AYTM

David Hengehold • Procter & Gamble

Colleen Hennegan • MarketVision Research

Rhonda Hiatt • CLEAR M&C Saatchi

Cynthia Hicks • 20|20 Research

Tim Hoskins • Quester

Ruth Ingram • Insight Strategy Group

Barry Jennings • Microsoft

Sarah Jane Johnson • Athena Brand Wisdom

Rick Kelly • Fuel Cycle

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Julia Maier • KJT Group Inc.

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Kimberly Marsh • QualQuant Signals

Jenny Mays • The Climate Corporation

Michael McCrary • PureSpectrum

Sandy McCray • Intengo

Priscilla McKinney • Little Bird Marketing

Paul Metz • C+R Research

Silvena Milenkova • BuzzBack

Courtney Minor • Gap

Morgan Molnar • SurveyMonkey Audience

Rudy Nadilo • Dapresy

David Hengehold

Consumer Research Statistician, P&G (Procter & Gamble)



David Hengehold received a master's degree in statistics from the University of Kentucky in 1992. Upon graduation, he joined Procter & Gamble, working as a personal health care clinical statistician for 10 years. His favorite experience in this line of work was inventing the pain relief scale used in therapeutic heat wrap research and publications.

Hengehold's move to "the dark side" came when his position in clinical research was eliminated. After he got to MR he says he "realized that the fast-paced opportunity of working on a different challenge every day was really energizing!"

Since switching he has enjoyed the exciting area of applied statistics and looks forward to having lots of opportunities to better understand consumers. Hengehold currently works as a consumer research statistician for P&G and his interests include discrete choice modeling, segmentation and line optimization.

At The Quirk's Event, Hengehold will co-present a session titled, "The Peaks and Pitfalls of MaxDiff at Procter & Gamble."

Jenny Mays

Insights Manager, Market and Customer Insights, The Climate Corporation



In 2018 Jenny Mays joined The Climate Corporation, transitioning from a marketing research supplier role to the client-side as a corporate researcher. Prior to this switch she was the key client contact for multiple agriculture companies, managing both quantitative and qualitative market research projects. As insights manager, market and customer insights at The Climate Corporation, Mays continues to focus on understanding the needs, challenges and attitudes of farmers as they use the company's product, FieldView.

Partnering with key stakeholders across the organization, Mays works to design, develop and execute customer and market research initiatives, engage with vendors and help curate a market research library to help further leverage the work they are doing in market and consumer insights.

At The Quirk's Event, Mays will co-present a best practice workshop titled, "Levels of DIY: Take Control Without Overwhelming Yourself."

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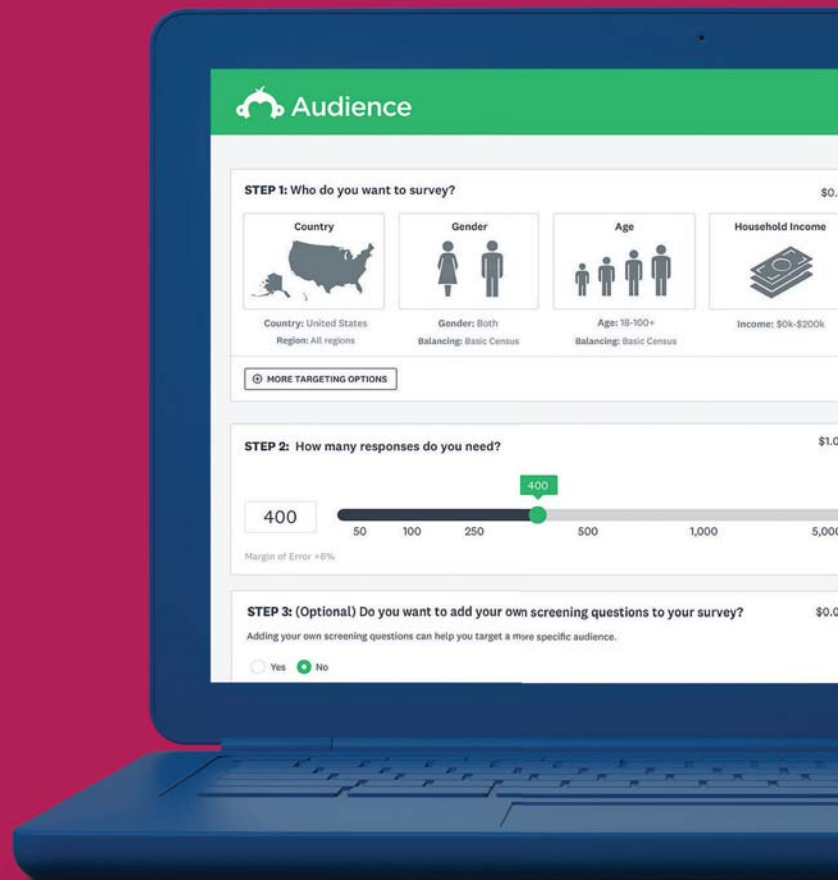
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Mohit Shant • Knowledge Excel
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Matthew Sharp • Novantas

Ashley Shelley • Ameritest

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Jessica Spilman • KJT Group Inc.

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Stephanie Woodstrom • Dell EMC

Molly Wright • GutCheck

Renee Wyckoff • L&E Research

Scarlet Wynns • Comcast

Barbara Zamolsky • Smarty Pants

Katie Strother

VP, Medical Education, Cartiva Inc.



Katie Strother is vice president, medical education, at Cartiva Inc., a manufacturer of the first FDA-approved synthetic cartilage. Prior to her current role, Strother served as Cartiva's director of clinical affairs executing the pivotal trial, PMA submission and FDA panel review process.

Strother is responsible for strategic marketing and medical education initiatives to support commercialization of Cartiva's platform technology for a great toe arthritis indication. At The Quirk's Event, she will be sharing a case study presentation titled, "Stretching a Start-Up's Pre-launch Research Budget," which will look at the role of voice-of-the-customer insights in Cartiva's product launch.

Strother has over 15 years of experience in the medical device industry with relevant experience in new product development, clinical research and commercial launch.

Connie Blauwkamp

Manager, Market and Brand Research, IBM

Connie Blauwkamp is the manager of market and brand research at IBM where she manages client experience programs like win/loss and competitive NPS, brand and advertising research and custom primary market research for the company's corporate strategy and business unit organizations. She has over 20 years of experience in the information technology industry and has managed global teams in organizations ranging from start-ups to Fortune 50 companies. Blauwkamp says she naturally progressed into a career in marketing research after being a longtime consumer of research. "I spent much of my career in offering marketing and management roles, so I was an active consumer of market research for a long time. It was a natural career progression to bring my business experience using research to the function of market research where I could help ensure delivery of market research that would lead to business action."

Blauwkamp will join KS&R in the session "How IBM Incorporates 'Win/Loss' into Continuous Customer Insight," where they will discuss how IBM developed its Win-Loss program to capture client feedback.



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THE NIGHT BEFORE THE EVENT

Women in Research Networking Event

Monday, April 1
5:00 p.m. to 7:00 p.m.
Location: The Albert Room

Join Women in Research (WIRE) for this complimentary pre-conference networking event for Quirk's Event attendees of all genders. Enjoy cocktails, canapés and conversation while networking with market research industry leaders. WIRE is a nonprofit organization that champions diversity in the marketing research industry by arming women with the tools to develop professionally, build connections and stay inspired. Space is limited. A separate registration is required. Visit www.womeninresearch.org to register.



NETWORKING



INTRODUCING INTERACTIVE SMART BADGES

This year, The Quirk's Event is introducing smart badges and an interactive app from Klik! These interactive badges allow for easy and fast networking all in one place. Attendees in close proximity can quickly exchange information simply by both pressing and holding down the bottom of the badge. Bright LEDs will illuminate and flash, letting you know that the information has been exchanged. Attendees can also receive content from speaking sessions without having to wait until after the event. During a session, simply click your badge and any materials the presenters make available will download and be accessible in the app. The Klik badge puts you in charge of the content you receive and connections you make! With the Klik app you can:

- chat with other attendees and even request meetings;
- view profiles of exhibiting firms and request meeting times with particular vendors;
- store your connections and event materials; and
- keep track of all personal meetings and events.

OPENING NIGHT



Cocktails with Quirk's

Tuesday, April 2
5:30 p.m. to 7:00 p.m.
Navy Pier Festival Hall B

We've had a blast hosting Cocktails with Quirk's in the past and The Quirk's Event wouldn't feel complete without everyone enjoying a few cocktails on us! After the first day of the show is done, mingle and network in the expo hall and take in the experiences with other attendees from 5:30 p.m. to 7:00 p.m. Free drinks and appetizers will be provided.

Stop by one of these stands to enjoy a cocktail:



MR Musical Jam Session

Tuesday, April 2
7:30 p.m. to 10:00 p.m.
Location: TBD

After dinner, check out an MR Jam Session to hear talented MR musicians perform live! Quirk's will be bringing together a talented collection of musicians in the market research industry to perform. The MR Jam Session is a great way to kick off the event!

Thank you to our sponsors:



"After Dark" Quirk's Event Party presented by The Research Club

Tuesday, April 2
9:30 p.m. to late
Location: TBD

This coming April we are teaming up with the popular Quirk's Event in Chicago taking place from April 2-3. Join us on Tuesday night for the official "After Dark" networking mixer. Book your tickets today. This event will be exclusive to a limited number of guests. Register early to avoid disappointment. To register and book your tickets visit theresearchclub.com/events/chicago-after-dark-quirks-party.



EVENT CLOSING



Expo Hall Happy Hour

Wednesday, April 3
4:15 p.m. to 5:15 p.m.
Navy Pier Festival Hall B

Grab a beer and stroll through the expo hall to learn and experience all of the latest and greatest the industry has to offer.

FIND UP-TO-DATE INFORMATION
ON ALL THE SPECIAL EVENTS AT
TheQuirksEvent.com



EXPERIENCES

WHO SAID MARKETING RESEARCH CAN'T BE FUN?

When we launched The Quirk's Event in 2015, the one thing we wanted to make sure our event had was some fun. We had attended numerous conferences throughout the years and found few to be truly fun and engaging. So we set out to make The Quirk's Event a genuine experience.

In addition to the great educational sessions and networking activities, the expo hall will be a lively and engaging place where you can learn the latest in the industry and find new partners ... while having fun! Stop by exhibits to play a game, enter a drawing, grab a piece of swag or experience a demo – there will be lots to see and do in the expo hall. Here are just a few of the experiences that will be at The Quirk's Event.



IDG Virtual Shopper

Experience a portable, life-sized, in-context store and shelf system with IDG's Mobile Virtual Aisle. The 4K cinematic reality projection system is a high resolution mobile virtual reality rear projection capable of producing high resolution digital images with cinematic color quality. Interact with the life-size wall and learn how it can be used to extract insights from shopper interactions using eye-tracking and qualitative interviews.

Update your image

How long has it been since you've updated your social media photo? Have a new, professional head shot taken while at The Quirk's Event. It takes just a few minutes and we'll e-mail you the link to the high-resolution image that reflects the new you!





GAME ON!

We are excited to bring the Klik smart badges and app to The Quirk's Event. Using the smart badges and app, you can earn points by connecting with exhibitors and other attendees, attending sessions, giving session feedback and by posting on social media. The attendees that achieve a benchmark point total will automatically be entered into a drawing to win great prizes. Download the Klik event app two weeks before the event to learn how to play and receive game rules.



Let your MR worries melt away

Tiny budget? Too many projects? Let your troubles melt away, at least for a few minutes. Stop by and get a chair massage from a professional massage therapist.



Speak your mind

We want to hear from you! Look for the video kiosk, step up to the microphone and let us know how you feel. Answer one of several questions ranging from your favorite research methodology to how you got started in the industry. After the event, Quirk's will compile a video of the responses giving you the chance to share your clip with friends and colleagues.



Have your picture taken with a celebrity!

A friendly celebrity will be stopping by The Quirk's Event for photo opportunities each morning. Don't miss your chance to grab a selfie! Want to guess who it is? Here's a hint: He is loveable, but his curiosity gets the best of him.

A FOODIE'S PARADISE

From deep-dish pizza to mouth-watering donuts and Chicago-style hot dogs, Chicago has many food choices to offer. Restaurants in and around Navy Pier will provide you with options ranging from fast food to table service restaurants like Bubba Gump Shrimp Co.



RESTAURANTS



GRAB AND GO CAFE

Quirk's Event Expo Hall



HARRY CARAY'S TAVERN

Navy Pier



FRESHII

Navy Pier



TINY TAVERN

Navy Pier



I DREAM OF FALAFEL

Navy Pier



LALO'S

Navy Pier



BILLY GOAT TAVERN

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POTBELLY SANDWICH SHOP

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STARBUCKS

Navy Pier



RIVA CRAB HOUSE

Navy Pier



BIG BOWL CHINESE EXPRESS

Navy Pier



MCDONALD'S

Navy Pier



GIORDANO'S

Navy Pier



BIG CITY CHICKEN

Navy Pier

OFF THE BEATEN PATH

Quirk's has a few restaurant ideas for anyone interested in venturing beyond Navy Pier.

Steve recommends:
THE GAGE



If you're looking for rustic American fare and amusing libations (vodka fans may enjoy We All Fall Down), head over to The Gage. With views of Millennium Park, this is the perfect location to grab a drink or sit down for a meal.

24 South Michigan Avenue

Joe recommends:
BILLY GOAT TAVERN



If you're familiar with the Billy Goat Curse or SNL's "Cheezburger! Cheezburger!" this restaurant is a natural stop during your stay in Chicago. Established in 1934, Billy Goat Tavern serves up famous burgers (we recommend the double cheezburger), hot dogs, egg sandwiches and more.

Original location: 430 N. Michigan Ave at Lower Level

Emily recommends:
PIZZERIA UNO OR GIORDANO'S RESTAURANT AND PIZZERIA



While both Uno and Giordano's have grown into chains, the original locations can be found in Chicago. No matter where you decide to go, promise us you'll eat at least one slice of classic deep-dish Chicago pizza before you leave the city.

Uno: 29 E Ohio Street
Giordano's: 730 N Rush Street

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See you in
Chicago!



Kiosk B

EXPLORING CHICAGO

The third most populous metro in the U.S., Chicago is famous for its deep-dish pizza, notable architecture and history in the jazz music scene. If you're heading to Chicago for the first time, we hope you plan to spend an extra day or two to take in the sights! Here are a few of our favorites.



TOURISM



For the history buff: **CHICAGO CRIME TOUR**

Explore the Windy City's gangster past. Crime tours – walking or bus – will give you a chance to learn about Chicago's crime history from the 19th century to today. Crime tours provide the perfect opportunity to see the city from the perspective of notorious mobsters like Al Capone and John Dillinger.



For the museum fanatic: **ART INSTITUTE OF CHICAGO**

Home to more than 300,000 works from around the world, the Art Institute of Chicago is the place to see artifacts ranging from European armor to impressionist and post-impressionist art. We recommend stopping by the European Painting and Sculpture collection to view *The Bedroom* by Vincent van Gogh and *Claude Monet's Water Lily Pond, 1900*.



For the thrill-seeker: **TILT RIDE AT 360 CHICAGO**

What is more thrilling than experiencing downward-facing views from 1,030 feet up? The Tilt ride at 360 Chicago, formerly the John Hancock Center observatory, tilts visitors out 30 degrees to experience a breathtaking view of Magnificent Mile and the Chicago skyline.



For an outdoor experience: **MILLENNIUM PARK**

Millennium Park offers a unique collection of architecture, art and landscape design. Whether you're looking to take a selfie in front of Cloud Gate (the bean) or get some fresh air, the park is the perfect place to stretch your legs and experience the heart of the city.



For the architecture enthusiast: **WILLIS TOWER**

Willis Tower – formerly Sears Tower – is the tallest building in the Western Hemisphere. Offering spectacular views of Chicago, the building's Skydeck sits 1,353 feet in the air and is open to tourists 365 days a year. We recommend going in the evening to capture the perfect sunset photo.



Jennifer Vahalik



Jacqueline Beckley



Dawn Plum



Anna Marie Cesario



Melissa Jeltema

U&I Collaboration – practicing the science and art of deep understanding for 20 years

Thorny problem? Need a better solution to understanding your consumer or customer? Tired of the same approach packaged differently? Looking for a company that can empower the client with knowledge and insights... and then gets out of your way?

U&I Collaboration LLC and its founding organization, The Understanding & Insight Group LLC, has been solving issues like the ones above

for nearly 20 years of practice in the strategy, business development and products research technology area. U&I Collaboration is a female-owned and -operated company in the deep design thinking, commercialization and research fields.

Through their innovative Founder Jacqueline Beckley and now with their compelling leadership team lead by Jennifer Vahalik, U&I Collaboration delivers the only proven hybrid approach to consumer and business strategy – where deep qualitative understanding scales seamlessly to advanced behavioral and choice-based quantitative findings, leading to enrichment of client-based big data.

With U&I Collaboration, you are not following a research trend of the moment. Rather you are driving ahead with context-based learnings that adapt to each business situation that is encountered using U&I's real-time research approach.

The women of U&I are anchored in the "hard" sciences, yet fully imple-

ment the essential insights from the arts and social sciences. U&I Collaboration has active research in the new findings of Mouth Behavior, which impacts all product design decisions in food, pharma and all orally-based products; Adaptive consumer guided surveys through Quessence™, a proprietary online survey tool that incorporates storytelling to understand people's reactions to products, services and experiences; a range of workshop approaches that connect people, their products and businesses for agile design thinking; and is implementing new-to-the-world approaches to speech science and linguistics through an AI/ML proprietary engine called VaDi®, a conversation and data analytics system, which uses "unblinking ear technologies."

Contact Jennifer Vahalik for more information at info@theuandigroup.com or send an e-mail to jennifer.vahalik@theuandigroup.com. U&I's Web site is: www.theuandigroup.com.

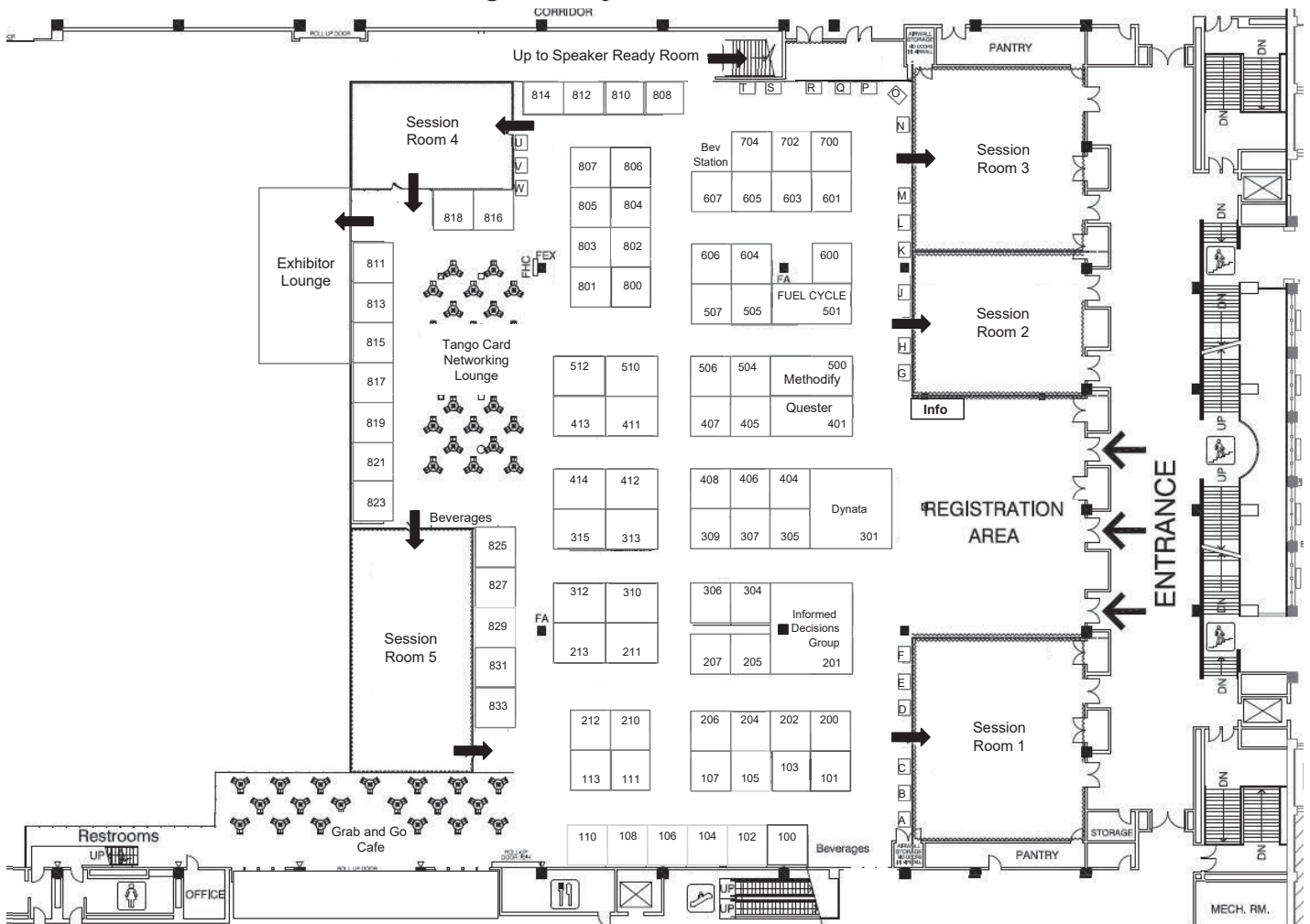
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EXHIBITORS

Welcome to The Quirk's Event exhibit hall! Here you will find the best in the business all in one place. You can connect with companies that provide a range of research products and services including: survey design; data collection and processing; fieldwork; focus group facilities; ethnography; recruiting; translation and transcription software and services; B2B and B2C; research training and education; interviewing; panel providers; online/mobile research; qualitative and quantitative; customer experience; data reporting and visualization; and much more! Here is a directory of exhibiting companies.

The Quirk's Event Chicago at Navy Pier Festival Hall B



FOR THE MOST COMPLETE, UP-TO-DATE LIST OF EXHIBITORS, VISIT

TheQuirksEvent.com

20|20

20|20 Research

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20|20 inspires great decisions through contagious storytelling. As the leader in digital qualitative research, we leverage our unique suite of in-house services, platforms and expertise to discover and communicate the stories that humanize the relationships between brands and customers.

www.2020research.com



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www.3q-global.com



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At Adapt Inc., our services include: comment coding (in over 30 languages); coding mobile media (photos, videos and recorded audio); text analysis; mail-to-Web and mail survey printing and mailing; inbound mail management; scanning; verbatim keying and editing (in over 30 languages);

transcription (traditional and personal interview Excel summaries). We have extensive experience in health care, consumer and employee research. ADAPT is SSAE16 SOC2 Security Certified and HIPAA compliant.

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Adler Weiner Research

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Since the 1960s, Adler Weiner Research has provided the finest in qualitative market research services with uncompromising integrity and honesty. With state-of-the-art focus group facilities in Chicago, Los Angeles and Orange County, Calif., our personal commitment to our clients makes the difference. In a world where bigger seems better, our family-run business allows for a different approach. With a core value of exceptional quality and a commitment to partnership, we hope to offer Adler Weiner's excellence in service to your research needs.

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Aha! Strategic Online Qual Platform

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Aha! is the online qual research platform designed to give clients, research companies, consultants and brand marketing agencies the strategic tools to easily create and deploy consumer and B2B research studies. Our comprehensive suite of interactive activities and methods includes:

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- Webcam integration
- Concept testing methods
- Home-use test templates
- Mobile app for in-the-moment occasions
- Perceptual mapping
- Social/community activities
- Quant

tools • Robust analytics The experienced Aha! team also provides full-service or à la carte study design, project management, respondent recruiting, analytic consulting, plus hands-on training and tech support.

ahaonlineresearch.com



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Founded in 1999, Ascribe helps the world's largest market research firms, corporate researchers and customer experience professionals make confident decisions based on rich, real-time insights using a world-leading verbatim analytics platform. Ascribe's SaaS-based technologies enable accurate and fast analysis of verbatim comments regardless of channel or language.

goascribe.com



Askia – Software for Surveys

BOOTH 412

We are Askia and we are all about automating insight. We are a group of gifted individuals who have a passion for market research. We and our clients have this in common: We all believe that Askia has the best market research software in the industry. And the best support team behind it. Software is only one component of the offering. Our software range has been evolving thanks to the drive of our clients, industry leaders by their size or their willingness to adopt new technologies. We enable our clients to automate their research processes and build highly efficient MR operations. We offer easy-to-use yet sophisticated questionnaire design; for data collection, we provide telephone, mobile, Web, face-to-face and multimodal options, each available via the same powerful administration platform; our data processing and delivery products are spearheaded by online and offline statistical analysis tools and dashboards. If you include our APIs and our community management platform, then you have a grasp on what we're all about!

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KIOSK E

ATP is a leading provider of tabulations and other data processing services to the market research industry. Since 1989, our unwavering commitment to excellence and exceptional customer service has resulted in tremendous growth. Rosetta Studio is our software solution that helps automate the reporting of your tabular data into ready-to-go PowerPoint or Excel presentations. Use our simple interface to create charts

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AYTM

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aytm.com



BLACK SWAN DATA™

Black Swan Data

BOOTH 808

Black Swan Data's mission is to enable companies to be more decisive, act at speed and get to market first. They achieve this by scientifically predicting consumers' future needs, wants and desires through the application of AI to the world's largest record of actual thought and behavior – the Internet.

www.blackswan.com



Marketing & Sensory Research
for the Product Pipeline

Blueberry & Institute for
Sensory Research

BOOTH 802

Blueberry is a full-service market research consultancy, combining expertise in marketing research, product research and sensory science. We offer a complete portfolio of traditional, breakthrough and proprietary solutions, including The Consumer Experience Landscape and PinPoint, our research models for marketing innovation and a powerful foundation for product pipeline development. We work across the entire product innovation pipeline from exploratory through concept and product development. Let's talk about your innovation landscape. Visit our Web site or e-mail us at info@blue-berry.com.

www.blue-berry.com



BOMI

BOOTH 819

BOMI is an independent research firm focusing on data collection for international research institutes. It presents in four major cities of China. With its in-house moderator team, fieldwork and programing team, BOMI applies a full range of qualitative and quantitative methodologies, online and offline, and is especially good at mobile applications (WeChat, mobile ethno). BOMI provides add-value local insight, methodology adaption and data interpretation. BOMI has strong experience in health care, automotive, retail/catering, home appliance, financial industries.

www.bomimr.com



BUZZBACK

BuzzBack Market
Research

BOOTH 603

We work with companies who seek to advance their business performance with sharper consumer insights. BuzzBack delivers demonstrably richer understanding through creative and visual techniques that address challenges with concept development, brand positioning and communication strategy. We have been effective in hundreds of brand initiatives worldwide, with a highly-engaging online experience that reveals how companies can more meaningfully connect with consumers for greater commercial success.

buzzback.com



C&C Market Research

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C&C Market Research, an industry leader for over 25 years, is the complete answer to all of your data collection needs. Our highly trained data collection specialists and 48 beautifully designed field locations across the U.S., coupled with our state-of-the-art programming and data transmission capabilities, will ensure your next project is a success.

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C+R

RESEARCH

C+R Research

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At C+R Research, a full-service marketing insights agency, we've been helping brands grow for over 50 years by delivering great research, deep perspective and committed client service. We're known for best-in-class methodologies, high-quality analytical insights and delivering senior-level attention throughout

every phase of our clients' projects. We offer an array of customizable techniques for both qualitative and quantitative research and have focused areas of knowledge and expertise in youth and family, Latinos and shopper insights. Our goal is to equip our clients with the insights they need to confidently develop successful brand strategies and grow their business.

www.crrresearch.com

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Civicom® is the global leader in serving the marketing research community with a strong industry presence in facilitating Web-enabled in-depth interviews and focus groups worldwide through Civicom CyberFacility®. We provide asynchronous research capabilities for online communities and online research studies through our online bulletin board platform solution Civicom Chatterbox®. We enable rich, in-the-moment insights for audio and video diaries, shopper insights, patient journeys and mobile qualitative research through our mobile insights app ThoughtLight®. We provide mobile usability testing, respondent recruitment, simultaneous translation and transcription services, along with Glide Central™, an intuitive online platform for video and audio content curation and management.

www.civicomrs.com



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CRG Global is a vertically-integrated company that offers extensive capabilities, unequaled savings and advanced technologies to support your business initiatives. We provide full-service research solutions worldwide with our 18 U.S. facilities, online panel of 400k+ members and long-term global partnerships. With experience in most research methods, CRG Global has the resources necessary to execute even the most complex of testing protocols.

www.crgglobalinc.com



Dapresy provides a highly efficient and effective data reporting software for market research and customer experience management. The SaaS solution offers users flexibility and choice in delivery from standard cross tables, PowerPoint and PDF downloads to highly visual and interactive dashboards. Market research agency and enterprise professionals in more than 25 countries utilize Dapresy Pro to clearly communicate complex data from markets, users and customers. Founded in 2003, Dapresy has a headquarters in Sweden with a North American headquarters in Portsmouth,

N.H. In addition, the firm has several other client services offices around the globe.

dapresy.com



Dashboard Vision Inc.

BOTH 102

We are a different kind of dashboard company. Understanding the many challenges that you as a market researcher face today, with both offline and online reporting requirements, we have created an innovative reporting portal: Dashboard Studio. Once you upload your market research data, it is available for use in online visualizations and in our enterprise PPT reporting solution PPT Flow. So whether you need PowerPoint slides, dashboards or custom solutions, you can tailor the reporting solution to match your client's needs. Founded in 2013, Dashboard Vision is headquartered in Sarasota, Fla., and operates globally.

www.dashboardvision.com



DGA – D. Gustafson & Associates, LLC

BOTH 104

DGA was founded in 2006 by Dave Gustafson (co-founder Debbie Gustafson), who was interested in leveraging his pharmaceutical industry pedigree to create a high-end boutique market research firm focused on domestic and global qualitative research. Through direct end-client relationships and more than three dozen collaborative partners, DGA has worked with every "Top 20" pharmaceutical/biotech company as well as with leading medical device firms. Leveraging our previous experience from a digital media firm co-founded with a former business partner, DGA launched Lytix, a strategic business unit, in 2015. Lytix is a market research provider that is dedicated to evolving the way

in which Millennial consumers and brands interact. Lytix focuses on collecting insights and intelligence through empathic methodologies to obtain a better understanding of how brands can leverage their relationships with digital-age consumers.

dgaqual.com



Digsite is smarter, faster, qualitative research. Digsite's agile consumer insights community platform helps you find and directly engage with a highly targeted group of your consumers and inform decisions in as little as 24 hours. Our Digsite Sprints provide multiple touchpoints to answer the "why" questions and understand current experiences, brainstorm solutions and optimize products, services or marketing programs. With flexible project and subscription plans, both clients and research providers use Digsite to capture real-world experiences and optimize solutions.

www.digsite.com



Discover.ai

KIOSK Y

Discover.ai is an AI-driven tool that accelerates the reading process, making it quicker and easier for experts to discover new thinking and ideas, extracting value from multiple text- and image-based sources across markets and languages. Sources include internal documents, brand Web sites, influencer and expert blogs, online magazine articles, forums, communities, technical articles, social media and more.

www.discover.ai



DISQO

BOTH 202

DISQO provides behavioral and opinion data empowering clients to discover what consumers do and how they think. The company has built the largest first-party behavioral data source, enabling brands and insights professionals to gain a competitive edge by harnessing data that was previously inaccessible. Its solutions unveil "walled garden" data, delivering an unprecedented view of consumer behavior by tracking the shopper journey, actual purchase activity and advertising effectiveness. DISQO was founded in 2014 by a team with deep roots in technology and analytics. Its commitment to providing accurate data depicting the complete view of the consumer is at the core of the company's success. With headquarters in Los Angeles, DISQO has over 100 employees.

www.disqo.com



Dynata (formerly Research Now SSI) is one of the world's leading single providers of first-party data contributed by people who opt in to member-based panels that the company manages and maintains. With a reach that encompasses 60+ million people globally and an extensive library of individual profile attributes collected through surveys, Dynata is the cornerstone for precise, trustworthy quality data. The company has built innovative data services and solutions around this core asset to bring the voice of the individual to the entire marketing spectrum, from market research to marketing and advertising. Dynata serves nearly 6,000 market research agencies, media and advertising agencies, consulting and investment firms and health care and corporate customers

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ESOMAR

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ESOMAR is the global voice of the data, research and insights community. ESOMAR, the world association for market, opinion and social research and data analytics, is the voice of the global data-driven research and analytics community. ESOMAR speaks on behalf of 4,900 professionals and over 500 companies in 130+ countries that provide or commission research, including public and academic bodies, all of whom agree to uphold the ICC/ESOMAR International Code. Together with national and international research associations, ESOMAR sets and promotes professional standards and self-regulation for the sector and advocates the value of market, opinion and social research and data analytics as an effective decision-making tool.

www.esomar.org



Estudio Silvia Roca SL

BOOTH 814

At Estudio Silvia Roca, we are professionals who collectively have years of experience and thousands of projects in various markets and sectors under our belt. A multidisciplinary human team who provides top notch quality service in all the research phases. It is composed of women and men of various nationalities, allowing us to understand what makes each society tick. We know that the nuances in lifestyles, the environmental conditions and the habits of each country affect the decisions and opinions of its people, which we carefully consider for each recruitment process.

www.estudiosilviaroca.com



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EyeSee Inc.

BOOTH 829

Understand behavior, grow further! EyeSee is one of the fastest-growing behavioral research companies in the world, based in New York, Antwerp, Paris and Belgrade. We use accessible remote behavioral methods in combination with conventional to unlock next-level consumer insights with the highest predictive value. Through highly effective methods such as online eye-tracking, facial coding, virtual shopping and surveys, we measure the impact of shopper marketing, advertising, digital solutions and innovations. For research purposes, respondents use their own devices (computers and mobile phones), thus cutting down time, costs and enabling testing on a global scale. Our teams conduct studies in more than 40 countries. We had the privilege to work with global brands in a myriad of industries, some of which are Johnson & Johnson, Twitter, Microsoft, Viacom, Nestlé and many others.

eyesee-research.com



Fieldwork Inc.

BOOTH 807

Fieldwork Inc. has provided recruiting, facilities and online tools for research professionals for over 35 years. Fieldwork has 15 focus group facilities across the country, each with on-site recruiting, local databases and experienced project managers. Fieldwork Network is a group of dedicated project managers that field multi-city projects across the globe, with one point of contact for everything from bidding to invoice. Fieldwork Anywhere can make any two rooms into a fully equipped focus group facility including recording, hosting, recruiting and observation area – great for small markets. Fieldwork Webwork provides all of the tools and support needed for online research. We'll do the rest.

www.fieldwork.com



Finch Brands

BOOTH 313

Finch Brands is a real-world branding agency, existing to help brands win when it matters most. We accomplish this by blending insight, intuition, and creativity to shape brand strategy and drive people to action. Our services span insights, strategy, and design.

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www.focusfwd.com



Focus Insite

KIOSK R

What we focus on at Focus Insite is Qualitative Market Research recruitment. We don't own facilities, but work with plenty of them. As our tagline goes- You supply the project, we supply the people. If you need telephone interviews, web interviews, focus group recruitment, In-depth interviews, we can help. Consumer, B2B, medical. There's a good chance we've already recruited a study similar to one you are looking to fill.

www.focusinsite.com

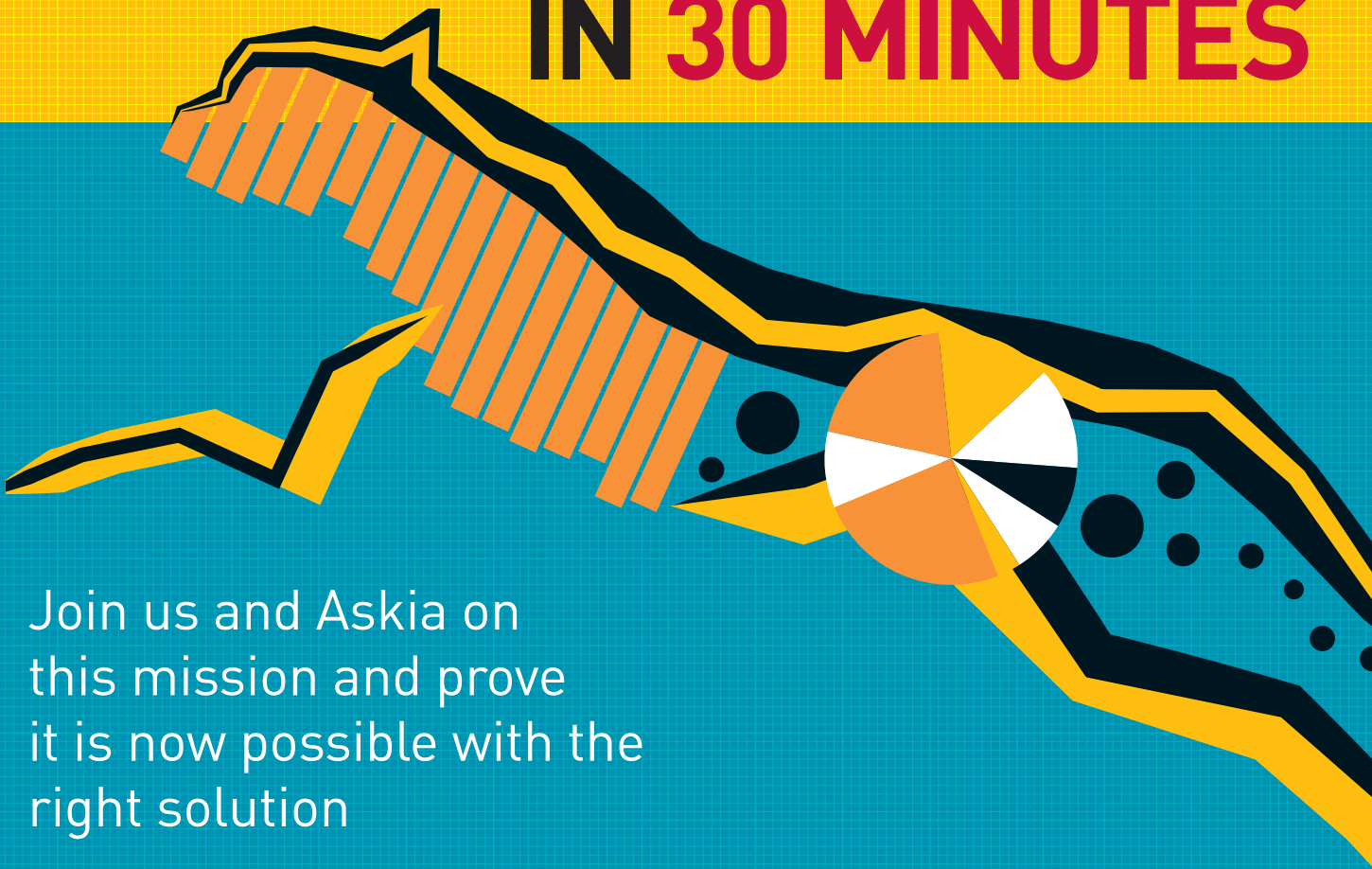


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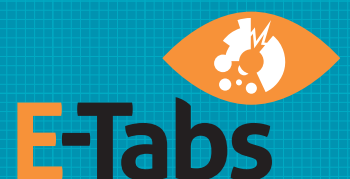
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Tuesday, April 2
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www.focuscope.com



Forza Insights Group LLC

BOOTH 806

Forza Insights Group empowers clients with actionable, high-ROI research through concise, intuitive and creative use of traditional, emerging and esoteric methods. The Forza team grew up in the insights industry and possess a deep understanding of every aspect of the project lifecycle. Clients benefit from decades of experience in all areas of consumer and B2B insights, with unmatched expertise in restaurants, food service, grocery, emerging food channels and hospitality. From developing the right methodology and research plan for your unique project

goals and challenges to cost-effective, on-time results, Forza delivers. We are Forza Insights Group. Delivering Knowledge and Power Through Research.

forzainsights.com



BOOTH 501

We created a best-in-class SaaS-based online community platform that tells our customers exactly what they need to know about their customers across the customer lifecycle. With this information at their fingertips, our customers are empowered to make decisions that increase both revenues and long-term customer loyalty. Those are decisions we're proud to be a part of. Since 2007, we've built this company with the customer at the heart of the conversation. From just a few people on day one to today's Passenger with an office on each North American coast and customers all over the world, we're glad

we chose the business we did. Because by putting our customers at the heart of our business, we've helped hundreds of companies keep their customers at the heart of theirs.

fuelcycle.com



Full Circle Research

KIOSK W

Named Inc. 5000's No. 917 for 2017, Full Circle Research is the first and only U.S.-based online consumer sample provider to earn ISO 26362 certification and the only company to offer HoNoR (Holistic Next-level Research™). This enhanced survey experience is unprecedented and automated – a marriage of advanced technology, flexible community strategies and industry-leading quality controls that gives business decision makers immediate

access to the purest data in the industry. Full Circle's foresight, agility and commitment to innovation translate into a uniquely proactive, consultative experience.

www.ilovefullcircle.com



G3 Translate

KIOSK H

G3 Translate was founded specifically to assist market research companies with multi-language projects for global markets. Whether you require the translation of surveys and focus group materials, in-language coding of verbatims or assistance in understanding cultural differences, G3 provides the best value – unparalleled speed, competitive rates and exceptional customer service.

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Garage Group

BOOTH 601

The Garage Group is a battle-tested, lean innovation and growth strategy firm that has spent the last eight years leading big companies like Nike, Procter & Gamble, PepsiCo and American Express to apply start-up-inspired approaches against their toughest innovation and growth challenges.

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Gazelle Global Research Services LLC

KIOSK A

Gazelle provides surveys, sample and solutions for companies conducting market research both in the U.S. and around the globe. Our solutions include simple and

easily-accessed worldwide respondents for all online and offline data collection methods, including mobile devices, in-person and mixed-mode techniques. We can program and host your surveys if needed or work with your in-house technology platform. We provide translation and localization services for your questionnaires to make sure they are ready to deploy in all your target markets with continuity. Our reporting solutions include traditional data tables and online reporting portals. Text-based responses are not a problem, as we provide global in-language coding and text analytics as required.

www.gazelleglobal.com



Genmarc Research PVT. LTD.

KIOSK S

Genmarc Research is in the market, providing services to some of the renowned MR companies targeting the entire world by identifying the potential market segment for our valuable clients. Gauging and identifying crucial markets and targets for our clients and getting them what they desire was, is and will be our primary goal. We at Genmarc Research not only provide sample for all the countries worldwide but provide consultation and suggestions to our clients that helps in better management of the fieldwork. Our focus is to understand our clients requirements and offer best possible solutions keeping in mind the cost effect.

www.genmarcresearch.com



GlobeLexicon

KIOSK X

GlobeLexicon is the leading translation and language service provider to the market research sector. Led by experienced MR professionals, our team of 80+ works internationally across a range of qualitative and quantitative projects, from healthcare to consumer. Our in-depth knowledge of the research industry, commitment to outstanding quality and consultative approach continue to set us apart. This year sees continued strong growth, a significant technology upgrade and team expansion across all offices. GlobeLexicon is proud to call Chicago home, with our U.S. office based in Chicago's city center.

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what consumers actually **do** and how they **think**

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behaviors and **real-time opinions** for an accurate view of consumers

PREDICT

outcomes to gain a **competitive edge**



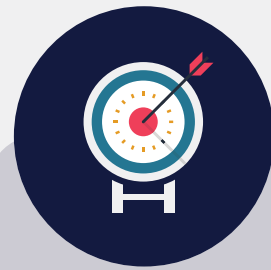
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www.hatchnewideas.com



Informed Decisions Group Inc. is a full-service behavioral insights firm focusing on shopper insights, consumer psychology and conversion measurement. IDG measures the behavioral impact on brands, shopper journey, shelf interaction and market structure. Being on the bleeding edge of innovations including eye-tracking, emotional measurement, virtual shopping and conversion measurement, our clients benefit from our team's expertise in consumer behavior and decades of experience. Our methodologies apply cohesive quantitative and qualitative designs with proprietary technologies. IDG's goal is to bring our clients closer to their customers by applying visual, marketing and behavioral sciences. By combining these data points with advanced analytics and examining the changes in customer behaviors, IDG has a 360-degree

understanding which our clients can leverage against their competition.

www.idg-consulting.com



Insight Strategy Group KIOSK Q

Strategy informed by social science. Our strategists and social scientists equip clients to understand consumers more deeply and connect with them in more genuine ways. Founded in 1999 by experts in the psychology of decision-making, we've always approached our work from a social science angle. We complement this perspective with strong business acumen and cultural savvy – our diverse staff represent disciplines like psychology and anthropology, as well as business, marketing, media, and communications. We believe this combination yields more actionable insights and better strategy.

insightstrategygroup.com



Denver's most flexible facility, Insights Center is a unique organization offering specialty facilities in Atlanta, Boston, Chicago, Dallas, Denver and Los Angeles that feature test kitchens and spacious, well-appointed focus suites. Our state-of-the-art, fully-equipped test kitchens include walk-in refrigeration, ventilation, fryers, triple sinks and plenty of stainless prep space. Large flex spaces (with viewing for up to 24) were designed to accommodate digital walls, large displays and even automobiles. With robust, targeted databases, our experienced, local recruiters can identify the ideal participants for virtually every study. State-of-the-art technology, including digital capture, videostreaming, tablets, laptops and Wi-Fi are standard. ServSafe® trained sensory staff.

www.insightscenters.com



InsightsNow, a behavioral research firm utilizing agile approaches to uncover insights faster, partners with clients across a wide array of industry verticals to grow marketing, branding and product development through custom, cutting-edge research technologies and innovative techniques. The company specializes in finding answers quickly, improving speed to and success in market and changing the way we all look at humans and human behavior. InsightsNow was named one of the most innovative market research firms in the world by GreenBook's 2018 GRIT Report and recently received the NGMR award for "Industry Change Agent of the Year" based on the company's work with Clean Label research. www.insightsnow.com

www.insightsnow.com



Located just outside New York City, we are a nationally-recognized full-service sensory research organization, providing sensory research solutions, sensory panels, sensory testing facilities and custom sensory programs. We are one of the most experienced scientific sensory research organizations in the nation with more than 15 years of working with apparel, beauty, beverage, food, household care and personal care manufacturers from across the United States and around the globe. Visit our Web site or e-mail us at info@sensoryguidance.com.

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Intellus Worldwide is the birth of two well-renowned industry associations coming together. Collectively, PBIRG (Pharmaceutical Business Intelligence & Research Group) and PMRG (Pharmaceutical Marketing Research Group) have over 100 years of experience in the health care marketing research industry. In January 2018, these two organizations joined together to form Intellus Worldwide, Your Association for Healthcare Insights and Analytics. Intellus Worldwide services global manufacturers and service providers representing pharmaceuticals, biologics, medical device and diagnostics and patients.

www.intellus.org



Ironwood Insights Group BOOTH 604

Ironwood Insights Group leads the market research industry by offering a seamless combination of all research methodologies. Our ability to provide consultation, design questionnaires, source samples, field surveys, analyze data and report valuable insights to our clients is unmatched. Our clients focus on implementation and strategy rather than fielding and tabulations. Qualitative and quantitative methodologies enhance one another as a combined solution or can be provided as stand-alone services. Contact us today for "Insights that provide clarity and drive action."

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**ENABLE BIGCOS TO GET BACK TO
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BACK TO THAT AGILE GROUND FLOOR
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MARS



See Erin Faulk, VP Lean Growth, The Garage Group, and Stacey Cox, Consumer Insights Leader, Kraft Heinz, share behind-the-scenes lessons of their five-day Jobs to be Done rooted innovation pipeline sprint approach.

ROOM 4 | 11:30

TUESDAY, APRIL 2, 2019



itracks is a market research technology and services company known for their innovative online focus group and interviewing software. itracks is independent from research agencies, allowing them to work as technology partners with market research companies, brands, moderators and creative agencies. itracks' proprietary technology delivers a full suite of online and mobile qualitative and community platforms. Connect with the itracks team to get a sneak peek at their new product for 2019!

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Kadence, a global boutique insight consultancy with offices in the U.S., U.K., India, Singapore, Indonesia, Vietnam, Philippines, Hong Kong and China, works with some of the world's largest brands, providing global coverage at a local level. Kadence Insight delivers "Insight Worth Sharing" to clients across a wide range of business sectors, whilst Kadence Data Solutions highlight "The People Behind the Data" to the leading global management consultancies needing to conduct primary research. All of our clients value access to our leading-edge, Web-based data capture systems (including CATI call centers in each location), centralized reporting (24/7), advanced analytics, ISO 9001/ISO 20252 quality accredited processes, creative design-lead reporting and total peace of mind.

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Founded in 2007, KJT Group is an evidence-based consulting firm. Through co-creative partnerships with our life sciences clients, we capture actionable insights that enhance strategic and tactical decision-making. KJT Group researchers embrace design thinking principles to address business challenges, are experts in research design, survey methods, advanced analytics, health services research, epidemiology, health policy, economics, marketing and strategy development, and have decades of experience conducting research across the globe. This combination enables us to provide our clients with the insights needed to guide their strategic and tactical decision-making.

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KnowledgeHound

KnowledgeHound

BOOTH 205

KnowledgeHound simplifies how companies organize and access consumer insights. We build a unified, searchable database for your market research data so your team can easily and efficiently locate the insights you need. Stunning visualization tools and powerful analytics make it easy to transform data and insights into effective business intelligence while secure, cloud-based technology enables your team to share information across units, geographies and business partners for a broader impact.

www.knowledgehound.com

We help brands get authentic consumer insights by finding the best research participants from real behavior. Behavioural Recruitment is a radically different approach, powered by live social data on 2 billion people in 190 countries. We don't have a database – we find fresh participants for every project. Behavioural Recruitment won the Market Research Society Operations Award 2018 for Best Support Service. Research platform – Liveminds is a simple, mobile, online qual platform that gets you closer to your participants: - Mobile apps that work online and off so participants can capture any moment. - HD video to vividly bring insights to life. - 33 languages, covering 4 billion people around the world.

liveminds.com

logit RESEARCH EXECUTED

Logit Group

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market cube
Market Cube

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Explore Confirmit at The Quirk's Event in Chicago at Booth 204

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specifications, regardless of primary or secondary research. By allowing Market Cube the privilege of managing your projects, you can spend more time focusing on the data and delivering trends and insights to your clients and stakeholders.

www.market-cube.com



Marketing Research Education Foundation (MREF)

REGISTRATION HALL

Education is a powerful thing. It is the most influential element for bringing positive and lasting change. Unfortunately, many children don't have access to it. The marketing research industry is compiled of highly intelligent individuals who want to use their education to inspire others. That's why The Marketing Research Education Foundation (MREF) was created. MREF is an international foundation dedicated to enhancing the educational opportunities for children and youth worldwide. MREF is a high profile, industry-wide initiative that involves researchers from every level of the marketing research industry across the globe. The foundation will use financial and human resources to provide the tools necessary to give children access to a quality education. MREF funds projects that promise to improve education worldwide, and seek to unite researchers from around the world to help, whether through teaching, building a school, installing computer libraries or simply reading to children. With these efforts, MREF hopes to transform the lives of children through education, thus improving the well-being of communities around the world. Get Involved! Give Back! Our Stories: mrgivesback.org/newsevents/

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MARKETSIGHT

BOOTH 504

MarketSight offers a cloud-based data analysis and visualization platform and provides professional design services that empower researchers to discover and share key insights to drive business decisions. MarketSight seamlessly integrates with PowerPoint, Excel and all major survey platforms and data formats. It is an intuitive and robust reporting solution that offers the unique ability to easily collaborate with colleagues and enterprises anywhere in the world. The company is headquartered in the Boston area and works with thousands of customers worldwide. MarketSight is part of the Reimagine group of companies. For more information, visit marketsight.com.

www.marketsight.com



MarketVision Research

BOOTH 605

For more than 35 years, MarketVision has provided its clients with innovative design, execution and interpretation of marketing research to deliver fresh consumer insights and market knowledge to clients worldwide. As a full-service marketing research consultancy, MarketVision offers services ranging from research design and implementation to statistical analysis and marketing consulting. MarketVision is headquartered in Cincinnati but has client service offices in Indianapolis, Cleveland, Los Angeles, New York, Philadelphia and Dallas. **MarketVision is among the 50 largest research firms in the U.S. and is a contributing member to the Insights Association, ESOMAR, PMRG and other research organizations.

www.mv-research.com



MedSurvey

BOOTH 304

We have over 40 years of experience in recruiting health care professionals and patients for market research surveys. Health care is all we do. MedSurvey focuses on building strong, long-term relationships with each client, becoming a reliable research partner and an extension of their teams. We love to solve problems using technology as we continue to invest in building innovative software solutions for medical market research.

www.medsurvey.com



Methodify

BOOTH 500

A lot of bad business decisions are being made because companies don't have the benefit of time to bring customers into the fold. But we believe every company should have a direct line to their customers to get fast and reliable input throughout product development and marketing. Enter Methodify, a marketing research platform that enables marketers to gain actionable consumer insights within 24 hours. Created by our team at Delvinia— a team that has spent two decades innovating data collection to power better business decisions— it's the answer for how to research any marketing challenge.

www.methodify.it



Mindfield – Tech Integration and Audience Insights

KIOSK B

Boasting a rich tradition of over 40 years in market research and data collection as McMillion Research, Mindfield Tech Integration and Audience Insights is the high-end, single resource for all of your online

and CATI needs. State-of-the-art online solutions that are robust and pleasing to both client and online users are daily deliverables for our team. Coupled with MindField Online, the premier consumer panel, research is done right and in high-quality with our real-time electronic countermeasures to ensure quality data (IQD™). Real-time reporting, dashboards and crosstabs that are presentation-ready are always a few clicks away on all projects. We are the solution you're looking for.

mindfieldtech.com



Multilingual Connections

KIOSK T

Multilingual Connections is a translation and transcription agency in Evanston, Illinois, just north of Chicago. We are committed to helping our clients understand, engage and grow their multilingual audiences – whether throughout the world or in their own backyard. We're a woman-owned small business, and our certifications include WBENC, WBE, WOSB, EDWOSB and DBE. And of course, we're members of the American Translators Association (ATA), Association of Language Companies (ALC) and Globalization & Localization Association (GALA). We pride ourselves on the quality of work we do, the relationships we have with our clients and linguists, and the impact we have on our community.

multilingualconnections.com

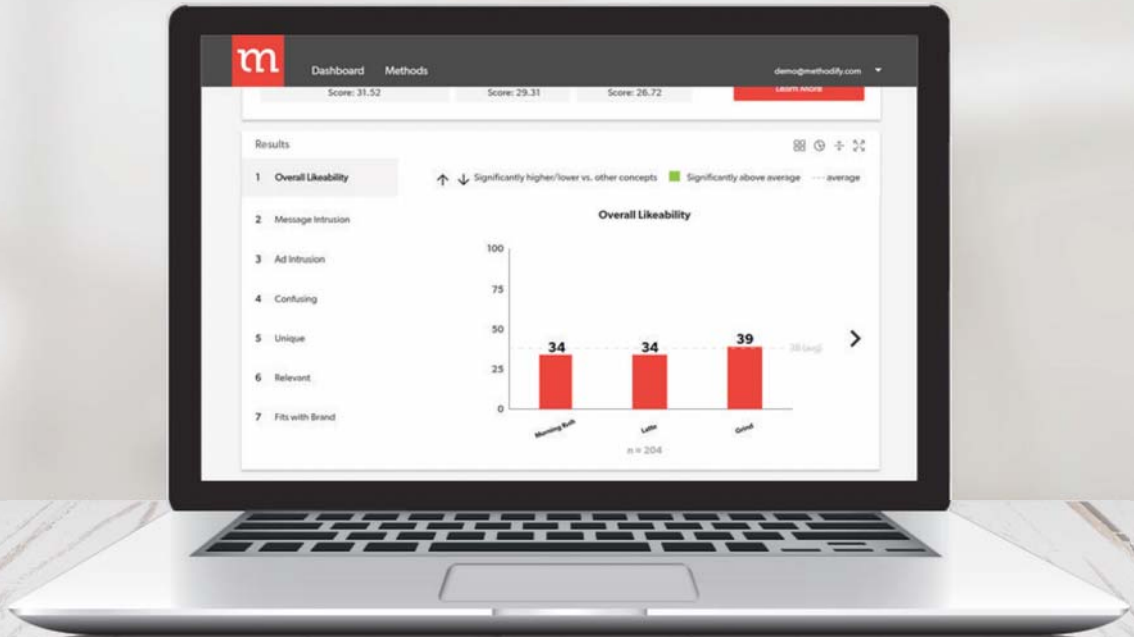


Murray Hill National

BOOTH 101

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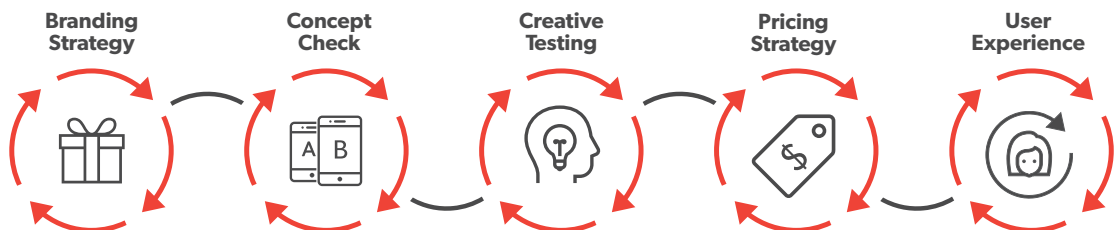
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www.murrayhillnational.com



My-Take is a greater Boston-based insight and marketing technology company that helps companies make smarter decisions and market more effectively through powerful online communities and panels. Through a powerful proprietary platform and expert insight analysts, My-Take delivers actionable insight in a way traditional research can't

match. My-Take provides an integrated solution that allows brands to secure immediate, deep and ongoing insight from consumers. My-Take has seen rapid growth as Fortune 500 and market-leading brands embrace the smarter way to connect with their consumers.

my-take.com



The Olinger Group
BOOTH 510

For over 24 years, The Olinger Group has been a national leader in market research for the world's top companies and brands. With both quantitative and qualitative capabilities, The Olinger Group specializes in custom, primary research designed specifically towards each client's unique set of needs. The Olinger Group has kept the feel of a boutique firm

while focusing on smart science, dedicated project management and cutting-edge technology.

www.olingergroup.com



Op4G – Opinions for Good

KIOSK K

At Op4G, our primary focus is helping market research clients find quality people to participate in their studies, while also promoting donations to nonprofit organizations. Our team uses proprietary technology to provide programming, hosting and sample recruitment to suit your research needs. We've created our own way of doing things and have a unique method for panel management that results in high engagement and retention. We take pride in our panel and our relationships with

the people on our panel. So, we are excited to share them with you.

op4g.com



Opinions Ltd.

BOOTH 607

It's not just data. It's the people behind it. Your U.S.-based strategic research partner providing consistent protocols, accurate, timely and quality research services and insights. Our team of trusted professionals will support you across a wide range of methodologies and company-owned facilities. Our hands-on approach ensures the people who participate in your study are present, thoughtful and helpful. Our team builds connections every day that create long-term partnerships and that's what makes the difference. Study design to analysis or just fieldwork/data collection. Your one-call partner

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P2Sample

BOOTH 310

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strong male, Hispanic/ethnic targets, Millennials/teens and multinational audiences.

try.p2sample.com



Paramount Market Publishing, Inc.

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REGISTRATION HALL

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pieces of information quickly when you need it. And finally, a good presentation helps you remember what you've read, that means you look smart when you share the information with others! Stop by our bookstore at the Quirk's Event!

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BOOTH 801

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recommend to our clients only those activities that will enable them to achieve their business goals. At Phoenix, Research is Reborn every day.

phoenixmi.com



POPResearch

PopResearch

BOOTH 817

Pop is a beautifully simple suite of fully automated DIY market research and data visualization tools built for brand and ad managers by research, brand and communications experts. By placing control of the research in the hands of the product, brand and ad development teams, PopResearch allows you to save time, money and deliver more useful results. PopResearch is designed to conduct concept testing, copy testing, logo testing, naming studies, package testing, tagline testing, brand and advertising tracking

OPTIONS OVERLOAD?



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www.popresearch.com



Precision Research

BOOTH 113

See the Precision difference. Our research center offers unique space capabilities not found in Chicago or elsewhere. If you need recruiting, facility or help designing and executing your research, we can help. Our Chicago facility is 12,000 sq. ft. and features a commercial test kitchen, auto salon, audience test space that seats 60+ participants and space for huge displays. All recruiting is done in-house from our call center. We developed our unique recruiting system called PrecisionScreen which affordably identifies and screens respondents while keeping out cheaters. Our CEO is a moderator/researcher with vast experience in many industries: automotive, medical, food service, dental, consumer goods, construction equipment/tools, appliances, usability and claims substantiation testing.

www.preres.com

protobrand

Protobrand

BOOTH 212

Protobrand is a technology-powered market research and branding consultancy committed to advancing how the world uncovers human truths. Through our proprietary survey software, Meta4 Insight®, we rejuvenate traditional quantitative research with deep-seated System 1 (behavioral economics) insights. We work with leading global brands across industries to uncover decisive insights that propel brands to unparalleled success.

www.protobrand.com



Provalis Research

BOOTH 810

Provalis Research is the world's leading developer of text analytics software, with ground-breaking qualitative and quantitative analysis programs such as QDA Miner, an innovative mixed-methods qualitative data analysis software; WordStat, a powerful software for computer-assisted content analysis and text mining; and SimStat, an easy yet powerful statistical software.

provalisresearch.com



Q One Tech

BOOTH 312

Q One Tech is a market research and consumer insight software development company. We build products for the real-world market research. We combine decades of experience of running market research projects all over the world and our passion for innovative technology in making software that is impactful, customizable and easy to use.

www.qone-tech.com



quantilope

BOOTH 512

quantilope is a global agile insights platform that brings the power of automation, speed and scientific rigor to your team. With quantilope you can launch higher-performing products and services in a fraction of the time with lower costs. The highly innovative, award-winning all-in-one software makes it easier for companies to put their customers' and consumers' relevant needs center stage in all that they do. quantilope offers intelligent, automated tools based on the latest quantitative market

research methods combined with machine learning and AI. This allows companies to easily understand their customers' requirements in real time.

www.quantilope.com



Quest Mindshare

BOOTH 825

Established in 2003, Quest Mindshare has one of the most extensive and flexible groups of online panel assets in the industry. With a solution for almost every B2B and consumer need, Quest is global, with its greatest strengths in North America and Europe. Let us know what your hard-to-find audience is and we will either offer support through our diverse panel assets or recommend ways to get it done. With hundreds of studies running through operations daily, Quest's primary goal is to continue to be a trusted source of quality and your reliable data collection partner.

www.questmindshare.com



Quester

BOOTH 401

Quester is a consumer and market research company that specializes in harnessing the power of conversation. Quester's conversational architects leverage an award-winning artificial intelligence moderator to develop one-on-one conversations, blending qualitative and quantitative into a single phase, conducted at-scale. Marketing scientists and language analysts collaborate to produce a comprehensive analysis that goes beyond data to bring a full and complete story to life – every time, for every research need.

www.quester.com

Rakuten Insight

Rakuten Insight

BOOTH 206

Rakuten Insight is the leader in online market research data collection across Asia. Our proprietary online panels currently cover 12 key Asian markets: Japan, China, Korea, India, Taiwan, Thailand, Hong Kong, Singapore, Malaysia, Indonesia, the Philippines and Vietnam. Since 1997, we are one of the first companies in Asia to offer various target types for online research, such as consumers, IT decision makers, B2B, finance, automotive, kids and teens, media, patients, physicians, travelers and many others. Using a consistent network of local offline partners, apart from online we can collect data in all of Asia via mixed methodologies, such as CATI, CAPI or CLT (central location testing) or we can directly conduct offline fieldwork – F2F, mall intercept, door-to-door, etc.

insight.rakuten.com



Random Dynamics Resources Ltd.

BOOTH 107

We research Africa. Random Dynamic Resources is a frontline fieldwork company providing market research services in more than 35 markets across Africa. With a strong focus on sub-Saharan Africa, we combine our expertise and deep understanding of the African diversity to enrich your research projects. Our vision is to be the leader in field research and operation management in Africa through unparalleled and timely service delivery, honesty and development of people. Our mission is to provide high-quality data for superior decision-making for our clients to succeed. We have served well various governments, international development agencies, international research agencies, companies and organizations within and

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Rare Patient Voice

BOOTH 106

Rare Patient Voice recruits patients and caregivers for qualitative and quantitative research in the U.S. and Canada. We attend patient events like walks and conferences so the patients we recruit are authentic. We have 81,000 patients/caregivers across several hundred rare, cancer and non-rare conditions. We can estimate what we can recruit for your study and obtain them in two weeks.

rarepatientvoice.com



Reckner Associates Inc.

BOOTH 804

With more than 25 years of experience, Reckner is a trusted fieldwork and facility partner. Our companies provide state-of-the-art testing facilities and reliable, verified health care fieldwork: Reckner Facilities provides sensory and product testing facilities located near New York City, Philadelphia and the Midwest. Reckner Healthcare provides health care fieldwork for health care and pharmaceutical research through its own proprietary panel of physicians, health care professionals, hospital administrators, payers, decision makers and opinion leaders.

www.facebook.com/reckner-corporate/



Recollective

BOOTH 700

Recollective is a brandable, online platform for qualitative and community-based research. Sites can host one or more private studies, each incorporating structured activities, discussion forums and private messaging to gather insights from text, photo, video, image markups, video review and markup, card sorts, polls, grids and multimedia response types. Licenses are available from three days through to ongoing annual communities, for 10 people up to thousands. Recollective's responsive design is optimized for use on any mobile, tablet or desktop device. For the researcher, Recollective offers browser-based verbatim excerpting and coding, a back room for private conversations, on-demand reporting and transcripts, segmentation and more. Supporting services include training, ongoing tech support and study programming or review.

www.recollective.com



Recruit and Field Inc.

BOOTH 100

Recruit and Field Inc. is committed to finding, engaging and retaining quality respondents whose opinions serve the basis for reliable insights. Core services include nationwide qualitative recruiting, domestic field management, incentive processing and digital platform consultation. With an in-house database approaching 400,000 registered respondents, we hand-select participants using telephone screening techniques for consumer, B2B and health care research projects. Services are available for nationwide methodologies, including online bulletin boards, mobile app and other Web-based interviewing platforms. Recruiting for localized in-person focus groups, in-depth interviews, ethnography, etc., are available across many U.S.

markets. Having a non-venue-based infrastructure allows Recruit and Field to deliver high-quality recruiting services at an excellent value.

www.recruitandfield.com



Research & Results

REGISTRATION HALL

The annual Research & Results show in Munich, Germany, is the leading international trade show for market research. Admission is free for industry visitors. The two-day show offers an exhibition and more than 130 workshops and presentations. Research & Results publish leading market research media in print, online and mobile: Research & Results magazine (including international issue and special publication data analytics), StudioGuide (viewing facilities), Web site and weekly newsletter. www.youtube.com/channel/UChQgdbp-YEC3KueO1IzyAg?view_as=subscriber

www.research-results.com



Research America

BOOTH 306

Research America is a nimble, value-based full-service and field market research firm providing organizations with consumer insights needed to enhance products and services for their customer base. With 300 researchers, 14 offices and one team, we provide quantitative and qualitative services to research and end-user companies around the world. We are experts in coding, analytics, surveying, data collection and recruiting.

www.researchamericainc.com



Research Rockstar LLC

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Research Rockstar offers training and staffing solutions for market research and customer insights. Our 25+ training courses are offered in a virtual classroom (no travel) and include Insights Association Certificate credential options. The Rent-a-Researcher service delivers vetted, U.S.-based market research experts for methodology design, project management, qualitative methods, Qualtrics, questionnaire design, report writing, R, SPSS, Wincross and more.**Enjoy discussing current topics in research and insights? Check out our weekly YouTube program, Conversations for Research Rockstars.

www.researchrockstar.com



Rosetta Studio

KIOSK E

Rosetta Studio software automates the process of creating market research reports from tabular data. What makes it unique is that it can be used for both ad hoc and repetitive work. Our tagging language has enabled companies to cut thousands of hours from their reporting processes. Our new scripting option allows you to slash operational costs even further and improve quality on all of your projects. Rosetta Studio is constantly being enhanced and our support team can solve even the hardest of automation challenges. Now is the time to see for yourself what Rosetta Studio can do for you!

www.rosetta-intl.com



RP Translate

BOOTH 213

Since 1997, RP Translate has been working to raise the quality of global insight through innovative translation services. Today, our uniquely expert



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With Every
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ARTIFICIAL INTELLIGENCE

is infiltrating nearly every industry, making products and services smarter, faster and more efficient.

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team partners with you to build language service packages tailored to your global research needs, however complex or simple. Whether you work in consumer, health care/med/pharma, B2B or public sector research, simply drop us a line below for a bespoke quote or to discuss your translation needs.

www.rptranslate.com



RTi Market Research and Brand Strategy

BOOTH 821

At RTi Research, we turn data into meaning, something that can be communicated simply and acted upon effectively. For nearly 40 years, we've been bringing the customer voice to the corporate decision-making process through our wide range of quantitative and qualitative marketing research services and methods. What's different today are the technologies that allow us to gather and mine enormous amounts of data and the resulting struggle to figure out what it all means. Navigating this starts with understanding when to leverage new, innovative data collection and analytic technologies, techniques and methods or when a traditional approach is best; and culminates in finding meaning in all that data and sharing it through innovative storytelling. Turning data into meaning is how we support our clients' success.

www.rtiresearch.com



Russell Research

BOOTH 307

Russell Research provides global expertise and CX-focused tools to deliver insights to transformational B2B and B2C organizations in order to navigate continual change. As a full-service custom firm, we offer a comprehensive range of traditional and cutting-edge qualitative and quantitative methodologies. We rely on our agile practices to provide rapid

turnaround times and to deliver deep, actionable learning for strategic research, product and service innovation, advertising research, shopper journeys and tracking.

russellresearch.com



Rybbon

BOOTH 800

Rybbon is an online platform for marketers to manage e-gift campaigns like Amazon e-gift cards. Marketers love how Rybbon makes it easy to send gifts to hundreds and thousands of recipients. Rybbon gives marketers one-stop access to 50+ global e-gift cards, donations and cash rewards. Rybbon is the only integrated gifting partner for the top marketing & survey platforms - Marketo, HubSpot, SurveyMonkey and Qualtrics. In just 3 years since launch, Rybbon has grown to more than 700 customers with 5-star ratings on G2Crowd and Captterra.

www.rybbon.net



Schlesinger Group

BOOTH 506

Schlesinger Group delivers outstanding recruitment and project management services for any qualitative or quantitative study and offers a broad range of innovative research methods to best meet your objectives. With offices strategically located across key markets in the U.S. and Europe, our global project management experts help you take the pulse of markets worldwide. Our uncompromising commitment to your success sets us apart.

www.schlesingergroup.com/en



SKIM

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SKIM is a global insights agency helping leading companies thrive by understanding decision-making. To stay ahead today, it's critical to know how decisions are made and how the changing environment influences decisions for consumers, health care and B2B professionals. We combine decision-behavior know-how with analytical rigor, a thorough understanding of marketing challenges and innovative research techniques. The result? Practical brand communications, revenue management, innovation, e-commerce and advanced analytics recommendations you can use to propel your business forward, online and offline. With 10 offices worldwide and 150+ enthusiastic SKIMmers ready to help crack your business case today, how can we team up with you?

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Smarty Pants

BOOTH 408

Smarty Pants is a leading youth and family research and strategy firm dedicated to helping clients better understand and connect with kids, tweens, teens and the influential adults in their lives. The company provides primary research and strategic consulting to domestic and international giants in the toy, technology, food and beverage, video game, apparel, retail, media, restaurant, travel and CPG categories. The team of expert moderators, quantitative researchers and brand strategists conducts research in schools, stores, restaurants, homes and online and publishes several syndicated reports on youth and families. U.S. offices include New York City, San Diego, Boston, Los Angeles, Nashville and Chicago.

asksmartypants.com



SurveyMonkey Audience

BOOTH 818

SurveyMonkey Audience is the fastest DIY market research solution. Built right into the SurveyMonkey platform, we've integrated with panels in over 100 countries to enable global consumer research anytime, anywhere and for any budget. Target respondents by demographics, firmographics or custom screening questions, automatically launch projects on your schedule and start seeing results in real time. SurveyMonkey Audience gets you instant feedback for a variety of market research use cases: consumer behavior, market sizing, competitive intelligence, product development, ad testing, brand tracking and more. Load Audience Credits for one-time financial approval and one-click checkout or expedite fielding by choosing Express Delivery. SurveyMonkey Audience is built for speed, enabling results in minutes or hours, not weeks or months.

www.surveymonkey.com/mp/audience



Surveys & Forecasts LLC

KIOSK C

Are you committed to excellence? We are – we love the art and science of marketing, the exploratory learning process and uncovering new insights. Research is fun and full of challenges and that's what gets us up in the morning (beats a cold shower)! And frankly, no one does marketing research or interpretive analytics better than we do. Just ask our clients: we get it done. Let us share our infectious enthusiasm for marketing and learning with you! Let us help you solve your most difficult marketing and analytic challenges and see what creative and thoughtful research and analysis looks like. Of course, our skill set includes the usual suspects from concept development to business strategy. So what are you doing to understand your customers today and what are you doing

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SurveyWriter

BOOTH 210

SurveyWriter is the global leader in the technology of Web-based survey research. We are an application service provider (ASP), supplying professional research organizations of all sizes with the tools to collect, manage, analyze and report data. We provide free training and free support to ensure that our clients are empowered to carry out the most robust, cost-effective research in the industry. With no upfront costs, no network administration and the best feature-to-price ratio in the industry, SurveyWriter is the survey tool for online research.

www.surveywriter.net

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Tango Card
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www.tangocard.com

Toluna
Toluna

BOOTH 200

A pioneer in the dynamic world of marketing research, data collection, reporting and visualization, Toluna brings together people and brands in the world's largest social voting community. As a leading all-in-one global source for actionable insights, we help market researchers, insights professionals and companies anywhere in the world make clearer and better business decisions that drive better business results.

www.toluna-group.com

▶ **Trusted Talent**
Trusted Talent

KIOSK G

Trusted Talent is an executive recruiting firm specializing in identifying and placing professionals in the market research and consumer insights industry. Our clients look to Trusted Talent for both full-time and interim placements. Our team's extensive industry experience combined with our proprietary platform makes us the ideal solution for matching research talent with open opportunities in our industry. We welcome the opportunity to work with you as we build the future of executive recruiting for research and insights professionals. Stop by our Kiosk for your chance to win a pair of AirPods!

www.trustedtalentmr.com



U&I Collaboration LLC

BOOTH 704

A products research technology company specializing in front-end development for desired products and services. Collaboration's unique purpose-built technologies and diagnostic tools form an integrated approach producing deep, market-based

understanding of people and products they really want. Optimal product spaces are quickly and precisely defined, reducing product development time and evaluation costs by 50 percent or more. Since 1999, a comprehensive process with many successful outcomes. Collaboration: proprietary methods, strategic information, refined technologies, comprehensive understanding, original thinking, unparalleled results. "It works everytime!"

www.theuandigroup.com



ULTA Research Services

KIOSK U

ULTA Research Services LLC is a marketing opinion research and recruiting company located on the Magnificent Mile in downtown Chicago. We specialize in recruiting and facilitating qualitative opinion research exercises on a nationwide scale.

www.UltaResearch.com



Univ. of Georgia/MRII

KIOSK M

University of Georgia & MRII offer a catalogue of online self-paced courses that teach the foundational principles of insightful market research. The Principles Express family of short courses focuses on the individual skills that form the essential toolkit of the contemporary researcher. The Principles of Market Research course provides A-to-Z coverage of the entire research process and supports the certification requirements of associations worldwide. Graduates receive an automatic exemption from the Insight Association's Professional Researcher Certification (PRC) exam. Nearly 9,000 practitioners from 104 countries have enhanced their skills through these courses. Quirk's Media is a proud supporter of

the Principles programs. For more information, visit www.marketresearchcourses.org.

www.georgiacenter.uga.edu/courses/market-research

Vault
Accounting. Analytics. Research.

Vault Consulting

KIOSK V

Centrac – A Division of Veris Consulting is now Vault Consulting. Vault Consulting LLC offers full-service custom primary market research to strengthen decision-making for our clients working in health care/medical, B2B, industrial, consumer, intellectual property, associations and other categories. Using a consultative approach, Vault designs and executes innovative quantitative and qualitative research in the U.S. and globally. Balancing traditional and new MR, we are a leader in deploying emerging techniques for custom solutions including: B2B mock committees – recreate interdisciplinary decision-making processes and learn how to positively impact outcomes by observing key decision makers in action; virtual concept validation – simulate real-life scenarios (online or in-person) for hands-on interaction involving customers early and often to reduce risk; agile research – quick without cutting corners; video capture – embed an "answer by video" option to one or more open-ended questions in an online or mobile survey. We specialize in difficult-to-reach targets, innovative and fresh methodologies and transferring best practices across industries. Vault's custom solutions also include a premier suite of highly specialized services in the areas of outsourced accounting and survey research.

vaultconsulting.com

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Voxco

BOOTH 507

Voxco is a global leader in survey software. It provides survey organizations and insights departments with a powerful and flexible survey platform that includes options to collect and process respondent data any time and any place. By device-responsive online surveys, over-the-phone interviews (CATI, IVR and dialers) or face-to-face mobile offline surveys – any method can be used individually or as part of multimode projects. Founded over 25 years ago, Voxco provides products and services to hundreds of customers in over 30 countries. The company has sales and support offices in Canada, USA, France, U.K., Germany and Australia.

www.voxco.com



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GET TO KNOW THE QUIRK'S TEAM

The Quirk's Event is run by a family-owned-and-operated business that has been dedicated to serving the marketing research industry since 1986. It is our mission to be the marketing research information source for those who conduct, coordinate and purchase research products and services – and what better way to do this than through an industry event!

The team that provides your go-to MR resources throughout the year is the same team that works the event floor. We create the best event experience possible by employing expert event managers, a tech-savvy attendee liaison, professional journalists and a dedicated sales staff.



MEET QUIRK'S



Steve Quirk

President and Publisher

Steve began his full-time career at Quirk's in 1994. As president, Steve oversees Quirk's staff and all daily operations and ensures that Quirk's is offering its audience the best marketing research content possible.



Dan Quirk

Vice President of Marketing and Product Development

Dan began his career at Quirk's in 1993. His focus is on developing future strategies and engaging with industry end clients. At The Quirk's Event, he rings the chimes.



Kari Rice

Event Manager

Kari has been The Quirk's Event manager since its founding in 2015. She is responsible for the overall execution of the event. Kari has over 10 years of experience managing events and is a Certified Meeting Professional (CMP).



Katie Kulp

Speaker Liaison

Katie joined The Quirk's Event team in 2017. This year she will be overseeing all event speakers and presentation rooms, ensuring it is a rewarding experience for them. Katie has organized and managed over 400 events in her career.



Ralene Miller

Audience Development and Tech Guru

Ralene joined Quirk's as the directory editor in 2014. In addition to managing Quirk's audience, she has provided expert technical support at The Quirk's Event since its launch in 2015.



Tina Mincks

Senior Registration Manager

Tina has been with The Quirk's Event since its inception. She is responsible for the entire registration process, from software setup to registration customer support and on-site execution.



Rachel Carpino

Registration Manager

Rachel is the newest member of The Quirk's Event team. She heads up the registration team, ensuring attendees have a smooth and friendly experience.



Joe Rydholm

Editor

Joe has been editor of *Quirk's Marketing Research Review* Magazine since 1988. He coordinates with industry experts to produce articles and Quirk's Event sessions that are timely, practical and useful.



Stewart Tippler

Head of European Sales

Stewart joined Quirk's in January 2018 after serving as the event manager of the Insight Show. In his role with Quirk's, Stewart leads the company's European market outreach.



Evan Tweed

Vice President of Sales

Evan began his career at Quirk's in 1990. As VP of sales, he works with clients to optimize their presence in Quirk's print publications, e-newsletters, Web site, The Quirk's Events and more.



Ilana Benusa

Account Executive

Ilana is a sales representative who joined Quirk's in 2014 as the directory account manager. In addition to directory sales, she works with her clients to ensure they get maximum visibility within the Quirk's brands.

We're here
to **HELP!**



Lance Streff

Account Executive

Lance joined Quirk's in 2007 as a sales representative, selling advertisement space for the print publications, e-newsletters, Quirk's Web site and The Quirk's Events.



Emily Koenig Hapka

Digital Content Editor

Emily joined Quirk's as the digital content editor in 2014. In addition to running Quirk's e-newsletters and blogs, she develops and maintains Quirk's social media presence.

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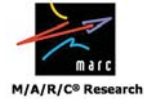
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10 minutes with...

Sharon Brant

Head of Market Intelligence, Worldpay



“It’s important to be proactive in meeting at least quarterly with stakeholders to identify their top priorities.”

What are some of the benefits of working for a global company? Challenges?

Working for a global company keeps me on my toes. Just when you think you understand your industry, you learn something new about another country like how fast e-commerce is growing in China and the fact that it is the leading country when it comes to mobile wallet usage. It also keeps me from being U.S.-centric, even in simple things like phrases used in the U.S. compared to the U.K.

The various time zones present challenges with scheduling meetings and being able to build relationships with internal clients who are in other countries. Conducting research in other languages is also a challenge because many of the terms and phrases used in the payment processing industry do not translate well. I also require a translator when attending focus groups that are not in English.

You currently work with B2B MR. What do you miss about consumer research?

There are lots of things I miss about consumer research. It is so much easier and cheaper to find sample for both quantitative and qualitative research. Business owners are so busy and our service – payment processing – is not something they give a lot of thought about, so recruiting them for research is so much harder. For example, we had a proprietary online community for nearly two years but even with our own customers the response rates were so much lower compared to consumer panels where the members are passionate about the product or service. If I were in the pet product business, for example, most pet owners are eager to tell you about their pets, the food they like, the toys they play with, etc.

What tips would you give researchers working to change their company’s perception of the marketing research team from back office order takers to strategic partners?

That is something I’ve been working on for four years here at Worldpay. It doesn’t happen overnight. One of the things that has worked for us is identifying key stakeholders, especially executives, who value market insights in their decision-making process and making sure they know that the insights team is there to help them. It’s important to be proactive in meeting at least quarterly with stakeholders to identify their top priorities and asking what’s working or not working for them with the process, your team and the insights being provided.

Sharon Brant will be presenting a session titled, “How to Build a Market Intelligence Organization that Matters: A Case Study,” at The Quirk’s Event in Chicago.

Read the full interview at www.quirks.com/articles/2019/20190322.aspx.

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