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October 2019
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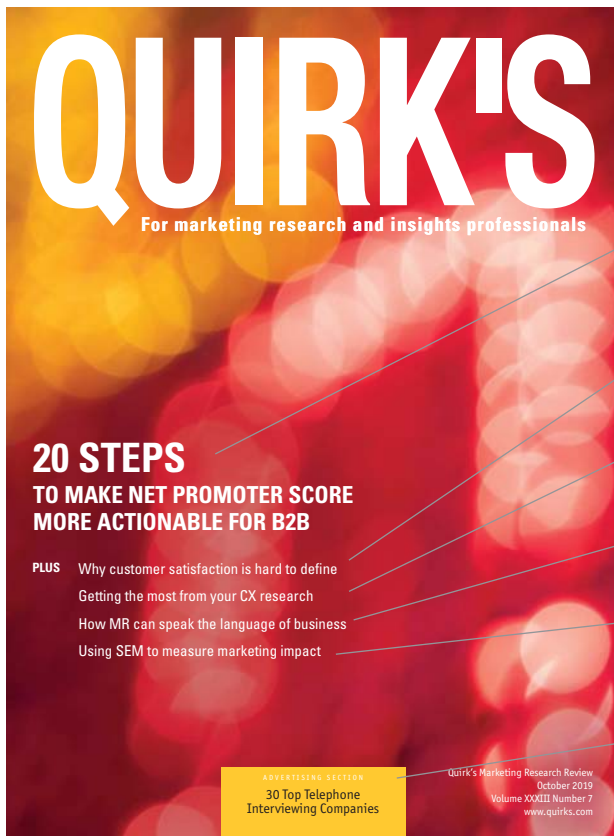
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// Noted Posts

... awards

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The Marketing Research and Insight Excellence Awards Gala is a red-carpet, black-tie affair. Powered by Quirk's Media – the industry's most respected provider of content, events and resources for marketing researchers – the awards will shine a much-deserved

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a combination of end-client researchers, supplier partners and Quirk's editorial staff. Award winners will be announced live at the gala.

Individual tickets and reserved tables are available for purchase. Purchase early, as space is very limited. For more information on tickets, the full list of award finalists, sponsorship opportunities and more visit quirksawards.com.



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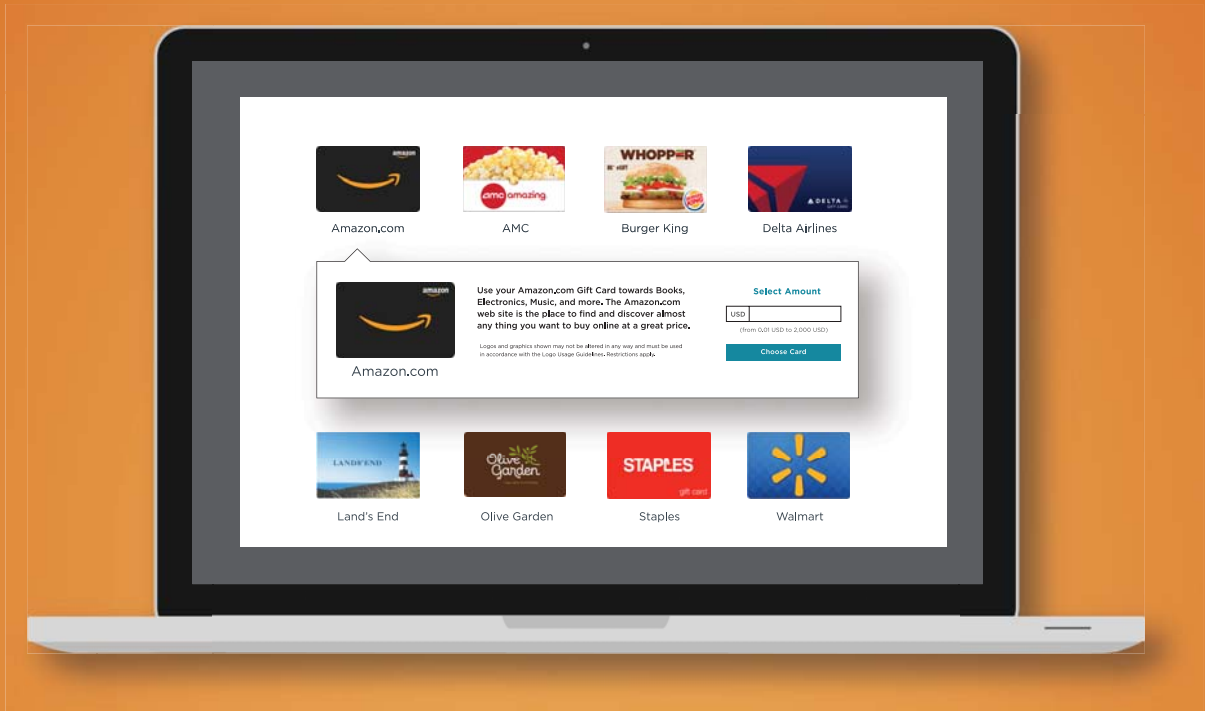
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••• pricing research

Free apps garner reviews as thanks

Consumers who get a web-based product or mobile app for free are more likely to give it a word-of-mouth boost than a product they buy, suggesting they feel “one good turn deserves another.”

That’s according to new research from the McCombs School of Business at the University of Texas at Austin by Wen Wen, an assistant professor of information, risk and operations management. She collaborated with the Georgia Institute of Technology’s Samuel Bond and West Virginia University’s Stephen He on the study, which was published in the *Journal of Marketing Research*.

The researchers analyzed more than 5,000 mobile apps, in addition to surveying consumers and conducting experiments using a hypothetical product and a real one. They concluded that consumers are motivated to thank the producers of the free products by sharing positive reviews (both online and face-to-face).

Consumers of paid products who share reviews of their purchases have different motivations for doing so, the study said. For them, informing others, especially when little has been said about the product and the reviews are mixed, is the primary reason to weigh in about their experiences with the product.

With that in mind, marketers of free products might want to consider embedding “reciprocity cues,” such as alerts that tell customers to “spread the word” or “tell your friends,” Wen said. Marketers can encourage word-of-mouth for paid products by hinting that it could help other shoppers looking to buy the product. Those marketers, Wen said, could use phrases such as “save them time,” “help them choose” and “save them money.”



••• employee research

Beware the bystander effect

In every workplace, multiple people may witness incompetence, laziness, fraud or any manner of bad behavior from the same colleague week after week but nobody speaks up. According to research from the University of Maryland’s Robert H. Smith School of Business, you can blame the bystander effect.

For example if a car breaks down on the side of a busy road, nobody may stop to help because everyone assumes somebody else will do it. If the same car breaks down in a low-traffic area, the odds of rescue increase despite fewer motorists because each passerby feels a greater sense of responsibility.

“Our research shows that when multiple individuals know about an issue, each of them experiences a diffusion of responsibility or the sense that they need not personally take on any costs or burden associated with speaking up,” Maryland Smith Ph.D. student Insiya Hussain and professor Subra Tangirala wrote in *Harvard Business Review*. “They feel that others are equally knowledgeable and, hence, capable of raising the issue with top management. As issues become more common knowledge among frontline employees, the willingness of any individual employee to bring those issues to the attention of the top management decreased.”



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Talking leadership and talent in Chicago

This past July Quirk's teamed up with the producers of TMRE to hold the Insights Leadership & Talent Summit. Part of TMRE's Summer Insights Fest (which included the UX Research & Insights Summit and Shopper Insights & Retail Activation), it was two days of client-side researchers taking deep dives with their peers into some crucial aspects of being an insights professional.

Among many standout talks during the Chicago gathering were those from Lisa Courtade, executive director, global customer insights leader at Merck, and Stephanie Fried, executive vice president, marketing research and analytics at Condé Nast.

Pride and emotion

It's not often that you tear-up during a session at a research conference but that's what happened to me (and I assume many others) during Courtade's powerful session on leadership and creating research with impact. Early in her marketing research career she was on a team tasked to grow the market share of the injectable (vs. oral) form of the polio vaccine. She spoke with obvious pride and emotion of the impact of the team's work on the company and, most importantly, people's lives.

New to marketing research and new to the world of vaccines, she posed a lot of naïve questions, she told us,

potentially challenging accepted ways of doing things. That fresh perspective led to asking about the value of including and considering the views of parents on the risks of immunization for their children – a departure from the existing practice of focusing most outreach efforts on motivating health care professionals. “The research that we subsequently did among parents to understand their views on immunization and the risk of vaccine associated paralytic polio [VAPP] from the live attenuate oral product ultimately led to a profound change in the Advisory Committee on Immunization Practices recommendations,” she told PharmaVOICE in an interview on the polio vaccine work (which I'm quoting here to make sure I characterize everything correctly!). “The company's market share jumped from 2% to more than 80%. More importantly, while the live attenuated oral polio vaccine was an amazing product, we were able to shed light on how the risk equation had changed in the U.S. market. Since the recommended change in immunization practices, I know that because of the work that I led, hundreds of families have been spared the trauma of disability and death due to VAPP.”

While it's hard to top that in terms of having an impact, she told her Chicago audience that researchers who want to make their own mark need to look at things with a learning mind-set rather than just focusing on a project's success or failure. Think beyond the project at hand and deliver work that helps position research as an investment rather than just



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Joe Rydholm can be reached at joe@quirks.com

a cost, she said. Challenge assumptions and don't just answer a question and stop there. Understand the business you're researching so that you can deliver and data and insights that inspire action.

On the talent front, Fried offered many good suggestions for retaining the researchers you have on staff. She talked about the value of giving research team members the freedom to move across roles and responsibilities, rather than having them stay strictly in the insights lane. Letting people be part of a network helps them feel more satisfied, she said, and when employees are doing new and different things on a regular basis, they're less likely to be hired away by startups dangling the ever-present promise of “working in a fun environment.”

And while some latitude in daily duties can be beneficial, it's important to have a structured support plan for employee growth, she said, one that: formalizes training and development; presents opportunities for assignments that let workers stretch their skills; uses informal and formal mentorships; creates safe spaces in which to learn; and provides consistent, clear and direct feedback.



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••• advice for researchers

ASK THE EXPERT

Expert answers to important research questions.

There's been a lot of buzz about corporate "brand purpose" lately, as well as skepticism. Does it represent a real opportunity for companies or is it just another marketing fad?

I firmly believe that identifying a company's deep core purpose, beyond delivering profit, can be a key to unlocking greater value and generating the kind of stakeholder engagement that gives a corporation strength and staying power.

Why am I optimistic about corporate brand purpose? Here are a few key reasons:

Identifying a deeper purpose is energizing and rallies not only consumers but also employees, investors and the broader communities in which firms operate. A shared sense of purpose can build alignment among all the stakeholder groups who influence a company's success. Organizations with deeper stakeholder trust perform better; build a reservoir of goodwill; attract and retain talent; and recover more quickly from crisis.

As trust in traditional institutions (political, judicial, economic, religious) has plummeted, consumers are increasingly looking to corporations to use their leverage as responsible world citizens with an obligation toward a sustainable future. According to a 2018 study by Edelman, an amazing 46% of consumers believe that "brands have better ideas for solving our country's

problems than government" and 64% of consumers around the world say they would "make purchases based on what a company stands for."

There's proof that doing good can also mean doing well. For instance, Unilever announced in June 2019 that "...its purpose-led Sustainable Living Brands are growing 68% faster than the rest of the business and developing 75% of the company's growth."

Defining and committing to a clear brand purpose can have a marked impact. However, implementing purpose requires a disciplined and thorough approach. Key considerations include:

- Finding an area of purpose that makes sense for your company brand. Ideally, purpose should grow organically from the firm's businesses. For instance, Patagonia's commitment to environmental issues grows intuitively from its products for outdoor adventurers. It's authentic and part of Patagonia's DNA.
- Ensuring the purpose you identify fits with stakeholder expectations. This means understanding the views and values of diverse stakeholders, appropriately aligning the expression of purpose with stakeholder expectations and developing plans to mitigate potential risk or opposition.
- Driving the sense of purpose through the organization. To be motivating and credible, a sense of purpose must be understood and embraced by employees before resonating externally. This



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is much more than a simple communications challenge – it must be woven into organizational development goals; the brands and functions within the company; and ultimately in the communities in which you operate.

For more thinking and helpful case studies on how companies can develop and activate brand purpose, look for invitations from Quirk's to our October 23 webinar.

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

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// Survey Monitor



••• entertainment research

In the mood for a melody

Streaming offers growth potential for classical music

In an article for *Limelight Magazine*, writer Angus McPherson explores findings on classical music detailed in recent research from London-based MIDiA, a research company specializing in music, video and media. MIDiA's white paper, commissioned by classical music streaming service IDAGIO, reports a positive outlook for classical music streaming. According to the study, classical music is a top choice for music streamers, coming in fourth just behind pop, classic rock and country.

What's more, the study shows that,

through streaming services such as Spotify, Apple Music, IDAGIO and YouTube, classical music consumers are expanding their horizons through an increased ability to customize musical consumption – easier access to a wide variety of music within the genre as well as the ability to create and listen to mood-based playlists has offered greater flexibility than through radio and CDs, although these are still the format of choice for classical music fans. Notably, the genre of “Relaxing Piano Music” came in seventh place for consumers, with one in five respondents listening to it – according to MIDiA, many of them “not yet realizing they have become classical music fans.”

MIDiA Research's consulting lead

Keith Jopling says this exploration of classical music's ability to evoke mood and emotion has a major draw for classical music streamers, many of whom are younger listeners. “We have termed this new audience Classical Enthusiasts,” says Jopling. “And they represent a real opportunity for classical artists from the Italian Baroque of Monteverdi to the modern minimalism of Philip Glass.”

The report also examines the demographics of classical music listening, discovering that, while the average age of respondents was 45, 30% of them were under 35. Most listeners stem from the “over 55” age group, and yet 31% of consumers aged 24 to 34 listen to classical. MIDiA's report credits streaming's influence with younger generations as playing a galvanizing role in this development.

In 2018, the International Federation of the Phonographic Industry surveyed 19,000 consumers across 18 countries and discovered that 86% of these consumers used on-demand streaming services to listen to music. This number reinforces the findings from MIDiA's report, which reveals a growing demand for classical music streaming among younger generations. However, the report also notes that classical music tends to be under-represented in most streaming services. If classical works are not accessible or well-catalogued, search results for the genre are not easily understood by users, the report says. An opportunity for streaming services lies within expanding options for classical music discovery, such as allowing users to search for music by title, composer, performer – even period or instrument. Ultimately, MIDiA's report says that the future for classical music streaming looks promising, but that future will require new approaches in



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which streaming will play an important role.

The report – *The Classical Music Market: Streaming’s Next Genre?* – is based on an online consumer survey of 8,000 adult music consumers across the U.S., U.K., Germany, Austria, Sweden, Mexico and South Korea. Additionally, MIDiA’s 2018 market models were used to calculate market values and trends for the classical genre.



••• environmental research Going greener

Eco-conscious households striving for more

A new study by Avocado Green Mattress, reported by Good News Network, found that 77% of respondents stated that, despite how eco-friendly their household may already be, they would like to become even greener.

The survey, conducted by OnePoll on behalf of Avocado Green Mattress, polled 2,000 Americans on which characteristics of an eco-home appeared in their household. Respondents varied in reasons for their desire to become greener, with 59% saying their eco-friendliness stems from wanting to make the world a better place. Forty-four percent cited Earth-focused documentaries as their catalyst for change, while 41% said that having kids was their impetus. Another 40% mentioned news coverage of environmental topics; 40% were spurred by their own research.

Seven out of 10 respondents

considered their home to be an eco-household, which the study found most commonly involved recycling, avoiding food waste and reducing energy consumption. Additionally, these households tended to use reusable grocery bags and avoid plastic straws.

Respondents stated that other characteristics of an eco-household include turning off lights and electronics when not in use (35%), using LED at home (34%), donating unused items (33%), composting (32%), purchasing from sustainable brands (31%), buying locally produced food (29%), going paperless (28%), cutting down on air conditioner use (28%), turning off the computer (26%), using natural lighting (28%), limiting shower time (26%), researching brands’ eco-friendliness (24%), limiting meat consumption (24%) and using public transportation (22%).

Interestingly, 76% of parents feel that it’s actually their children who are encouraging environmentally friendly changes in their home. A majority of respondents – 88% – felt that teaching the next generation to be environmentally-friendly held importance, with 80% believing this responsibility falls both to parents and teachers. Fifty-two percent believed that the government holds the most responsibility to educate the next generation about the environment, while 35% felt that companies should take this role.

The survey shows that consumers feel individually empowered when it comes to environmental issues, with 85% of respondents agreeing that each of their efforts combined lead to a big difference. One way consumers feel they’re exercising individual power for change is by putting their money where their mouth is. Thirty-seven percent report that they “often” purchase products that are both ethical and sustainable. Similarly, 57% state that they are more likely to buy from a company that offers environmentally friendly products, uses organic or natural ingredients (51%) and that

displays good ethical practices (48%).

Consumers are actively thinking about sustainability and are interested in creating a more environmentally friendly, sustainable household. It’s a shift in attitudes that’s not just about sustainability but also how individual consumers might positively impact the environment through personal and purchasing choices.



••• media research Still partial to print?

Study examines attitudes toward media formats

With technology continuing to become more broadly available, expanding to nearly every facet of our daily lives, one might assume that this growth stems from broad acceptance of our personal devices – cellphones, laptops, tablets, e-readers. For many, the first and last thing we see in a day is a phone screen. And yet a recent survey commissioned by non-profit Two Sides reveals that consumers’ attitudes toward their electronic devices tend towards the negative, particularly where digital editions have begun to displace traditional print.

The study followed 3,100 consumers across the U.S. and Canada in order to track attitudes about print and paper. Findings showed that 68% of U.S. adults prefer print to digital when reading books and this number only dipped slightly to 65% when it

came to magazines. Newspapers, on the other hand, found their readers split nearly evenly at 53% preferring print. In each of these categories between 20-28% of readers didn't report a preference between print and digital.

Deeper than simply reading habits are the consumer attitudes which drive these preferences. More than half of the survey respondents, 53%, worried that using electronic devices too frequently could have a negative effect on health. Forty-nine percent of Americans and 46% of Canadians believe that they spend too much time on their devices and 71% and 68% of Americans and Canadians, respectively, value reading more print in an effort to "switch off."

Heeding the growing trend toward eco-friendly communications, many service providers such as utilities, banks, telecoms and insurance

companies are introducing digital correspondence in lieu of print notices. This change has not necessarily been well received by consumers; 86% of U.S. respondents and 82% of Canadians believe they should be able to choose how they receive these notices. This belief is supported by the finding that 74% of respondents are worried about the security of electronic correspondence, and nearly the same number at 73% admitted to keeping hard copies of important documents for safekeeping.

Despite the seeming preference for hard copies, the study revealed that many consumers harbor ethical concerns about the use of print. Just over half of respondents believe that paper products should only be produced with recycled paper. Additionally, over a quarter of respondents cited paper production as a major cause of global greenhouse gas emissions.

Seemingly in conflict with these worries is the consumer's desire to re-engage with print, with the majority of Americans and of Canadians desiring to read more in print and decrease the use of devices.

These desires on the part of the consumer seem to contradict one other but instead they are perhaps indicative of consumers' desire to reach beyond what is currently available, to be able to prioritize consuming print but do so in a sustainable and environmentally friendly manner.

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••• social research

Can one person make a difference?

Age and its impact on social action

Americans care deeply about the state of their country and the world at large; for many, this care manifests in a desire for change. In a recent survey by COIN, respondents agreed that the U.S. needs to make change for the future, answering at over 70% in the categories of gender equality, equal access to prosperity, workplace quality, environmental issues, sustainable development and public health.

Despite this large majority wanting change in a wide range of places, only 23% of respondents believed that their individual efforts could affect change. Forty-three percent answered “kind of maybe” and a third of respondents replied with a flat no.

The potential impact? A lack of belief in an individual’s capability to drive change could lead people to not attempt action in the first place. This might mean sticking to the sidelines instead of participating in community action such as volunteering or protests.

Perspectives of potential actions to drive change vary by age, however, reflecting a long history of fluctuating economic and social climates. Boomers, those 55 years and up, are most likely to connect money with social influence and invest in companies whose values align with theirs – 42% higher than Gen Z. In fact, 71% of Boomers surveyed believe that they have enough money to impact social or environmental change.

Social media plays an important role in personal empowerment too – those who consumed news via social media are 47% more likely to advocate

for social issues using those platforms as well. Understandably, the digital natives of Gen Z considered social media sharing and commenting to be impactful actions, reporting in at 60% compared to 34% of Boomers.

These findings have implications for market researchers, whose goal is to wonder what makes the target audience take action. For social action, the perception of personal empowerment and channels to inspire change vary from generation to generation. The correlation is not random, though. Boomers and the Silent Generation felt least like their individual efforts could prompt change at 13%, and the number creeps up with each generation with Gen X at 21%, Millennials at 32% and Gen Z at 34%.

With social empowerment maxing out at 34%, how might these groups be influenced, be it for social or political causes, community action or marketing campaigns? The key may lie within the contradiction of a survey pool that wants change but feels powerless. Combatting this disillusionment requires a change in perspective and a celebration of personal strength in order to draw consumers in from the sidelines.

The 2019 State of the Conscious Consumer study was commissioned by COIN by John Hancock and fielded by Equation Research in May 2019. The responses were generated from a survey of 1,003 people ages 18 and up.



••• demographic research

Catching up with the ‘Cuspers’

Not quite Gen Z, not quite Millennials

“Cuspers,” those named for resting on the cusp between Millennials and Generation Z, were the

target of a recent study by Fullscreen, which sought to uncover generational views on identity, the future, the impact of technology and financial state. “For those born on the borderline of these generations, a current life stage transition is playing a major role in shaping everything from their outlook on life to their content preferences,” says Maureen Polo, GM of the Brand Studio at Fullscreen.

Cuspers embrace multiple parts of their identity and want to be seen as different from both Millennials and Gen Z, embracing their “whole selves.” As such, they are more likely than any other cohort to self-identify as a person of color, minority, LGBTQ or another intersectional identity. And Cuspers are more diverse than their preceding generation, with 55% identifying as Caucasian and 23% identifying as African American or Hispanic, whereas Millennials reported in as 72% Caucasian and 9% African American or Hispanic. In line with this shift in demographic, 34% of Cuspers feel that diversity is the leading trait that will define them, followed by independence.

Cuspers feel most at ease while creating content and cite creativity as important to them, with 25% of Cuspers reporting that they feel most comfortable expressing their full selves through the content they create (as opposed to 18% and 16% for Millennials and Gen Zs, respectively). This lean into creation is also exhibited in the fact that 35% of Cuspers regularly use the “stories” features across social media platforms (vs. 31% for Gen Zs and 21% for Millennials). The top features used by Cuspers to express themselves include direct messages (47%), reposting content (43%) and stories (35%). Additionally, Cuspers are significantly more likely than both Gen Zs and Millennials to utilize theme filters, live videos and stories. They cite “easy way to stay relevant/active on social” and “feels more authentic/real” as the top two reasons for using stories features. And Cuspers are fans of content creators too, following on average 25 influencers (at twice the rate of Millennials) and 12 brands on social platforms.

Perhaps due to the fact that

Cuspers are also on the cusp of a new life stage, they find the future to be stressful and many don't feel the desire to have children. With adult responsibilities either upon them or just over the horizon, Cuspers are feeling the pressure. They are more likely to describe being stressed (36%), excited (34%) and scared (19%) than other cohorts about their futures. One in four (28%) are choosing not to have children, with one of the top reasons being that they don't want to raise them in the current society (28%). However, they do want to get married – and while they're young. Most (38%) think they'll get married between the ages of 21-25.

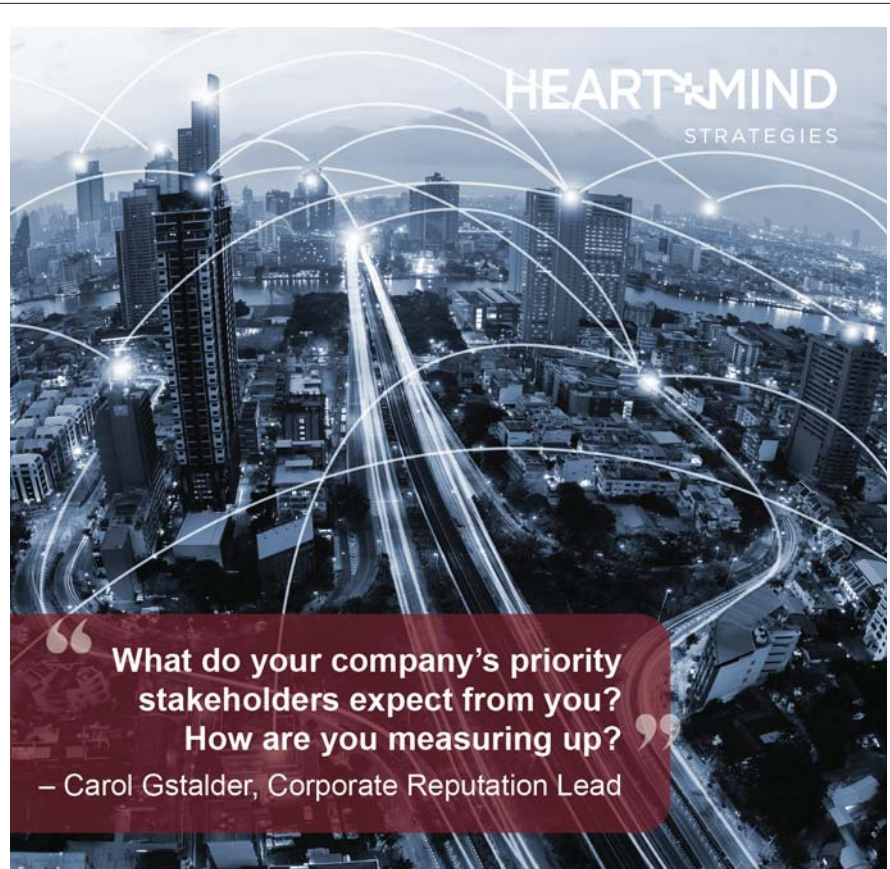
Similar to Gen Zs and Millennials, 61% of Cuspers believe the country is headed in the wrong direction. Forty percent of Cuspers believe the best way to create change for a better tomorrow is by voting in local elections – versus 47% of Millennials who cite voting in national elections as the biggest way to affect change. Twenty-six percent feel strongly about LGBTQ rights as compared to 19% for Millennials.

When it comes to finances, Cuspers are still trying to gain their financial footing and find the gig economy useful in that regard. On average, Cuspers spend most of their discretionary income on beauty/fashion (\$966 per year); food and drink (\$905 per year); and entertainment (\$680 per year). A little more than half are actively in the workforce (53%) and of those, only half have full-time jobs. The rest are trying to figure out what they want to do after college. This leads to a unique set of stressors. Cuspers' are most worried about their finances, with 30% citing this as their largest stressor (47% of Millennials have the same largest stressor). Academics/education came in second at 20%, mirroring the 33% of Gen Z respondents who also cited this as their biggest stressor. Lastly, 20% of Cusper respondents said they stress the most about career opportunities. Of the Cuspers who are employed, 77% have a flexible, gig job (vs. 54% of Millennials). Twenty-seven percent believe growth of the gig economy is due to desire to control their own time. While still figur-

ing out their spending habits, their impulsivity drives them to be early adopters; 61% say they tend to make impulse purchases and 45% say they are the first of their friends to try new products. "Cuspers do have earning power and any brand trying to reach this demographic should know that they demand honesty, inclusion and positivity," says Polo.

The research, conducted by Talk Shoppe, builds on findings from a 2017 Fullscreen study that also looked at several generations and considers the changes over the

last two years regarding the economy, technology and the societal atmosphere. More than 1,500 13-37-year-olds were surveyed online by Talk Shoppe on behalf of Fullscreen from April-May 2019; in addition, 11 qualitative interviews were conducted across generations during the same time period.



In August, members of the influential Business Roundtable signed on to a new way of looking at the value generated by their companies.

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Product and Service Update

••• advertising research

Ace Metrix approach gauges ads' cultural sensitivity

Looks at cultural, social issues

Los Angeles-based ad research firm Ace Metrix has launched an approach that aims to quantify the level of cultural sensitivity portrayed in advertising. Scores measuring evidence of empowering and exploitative signals across all ages, genders, ethnicities and religions, etc., as well as the amplitude of an ad's overall signal, are designed to provide advertisers with a pragmatic understanding of viewer reaction to their ad in terms of cultural and social issues. In addition, emotional metrics and viewer verbatim comments lend further insight into specific actions brands can take to reduce negative elements in their creative and improve their overall cultural sensitivity score. www.acemetrix.com

••• utilities research

GE Power apps target grid efficiency

Predictive analytics-based

GE Power has rolled out a series of predictive analytics applications for the power industry, designed to help keep electric grids operating more smoothly. The new tools use data from transmission and distribution networks and are connected via a common data fabric. They include: storm readiness, which uses high-resolution weather forecasts, outage history, crew response and geographic data to accurately forecast a storm's impact; network connectivity, which uses operational data to find errors and maintain network data integrity; and effective inertia, which forecasts and mitigates the impact of inertia from large power generators on grid reliability. www.ge.com/power

••• research apps

Facebook tries MR again with Study app

Users will be compensated

Facebook is launching a new market research app called Study from Facebook. The firm will run ads to encourage people to participate. When someone clicks on an ad, they'll have the option to register and, if they qualify, they'll be invited to download the app. Once invited, they'll find the Study from Facebook app in the Google Play Store. As they sign up, people will see a description of how the app works and what information they'll be sharing so they can confirm they want to

participate. Anyone who uses the app will be compensated. Only people who are 18 and older will be eligible to participate at launch and all participants will be able to opt out at any time. Facebook will work with Applause, which will manage the registration process, all compensation to participants and customer support. Facebook had drawn fire for its previous Facebook Research app, which was seen by some as being too invasive of users' privacy. www.facebook.com/facebookstudy

••• survey research

MarketVision adds ADA-compliant survey offerings

Partnership with Clovernook Center

Cincinnati-based MarketVision Research has debuted ADA-compliant survey solutions for the blind and visually impaired. Through a partnership with Clovernook Center of the Blind and Visually Impaired, MarketVision Research developed proprietary survey solutions to improve compatibility with screen readers for the blind and enhance usability through high-contrast designs for those with visual impairment. The solutions are compliant with ADA website accessibility guidelines. www.mv-research.com

••• Briefly

Philadelphia-based research company Focus Pointe Global has broadened its solution set to provide a full suite of CX services, including social media monitoring and text analytics, mystery shopping, guest recovery, customer intercepts and more. These services are being provided through a partnership with customer experience management company Market Force Information. www.focuspointeglobal.com





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■ Research company MRI-Simmons, New York, has launched Sales Catalyst, an automated partnership exploration and audience analysis tool. Built on the Simmons Insights platform with Smart Search technology, Sales Catalyst helps advertising sales, partnership and sponsorship teams show the overlap between their audience and that of a potential partner.
www.simmonsresearch.com

■ Emeryville, Calif., research and strategy consultancy Greenberg Strategy has added Greenberg Inside to its suite of offerings. Greenberg Inside is designed to help organizations identify and understand habitual patterns and develop solutions to create more empathetic and higher performing workplaces that drive overall business growth.
www.greenberginc.com

■ The Global Research Business Network (GRBN) will be launching the second edition of the Invest in Insights Handbook. Version 2.0 of the handbook will include new examples of insights ROI measurement as well as new advice on how insights leaders can implement their own ROI measurement program. Additionally, the scope will be expanded to include new research and guidance on how leaders can build the business impact of the insights function. Over the coming months, GRBN and its partners will be conducting research into how the insights function is evolving to become more business-impact focused. Key data and insights will be included in version 2.0.
grbn.org

■ U.K. cross-media measurement firm RealityMine has rolled out new RealLife Data Feeds across its host of RealLife products. Measurement for Walmart's U.S. Web site and app and more extensive global Amazon shopper data is now available to clients as part of the rollout. In addition, app recognition has been enhanced through improved algorithmic and manual validation.
www.realitymine.com

■ Local Nielsen Media Impact, a solution by New York researcher Nielsen that provides local media planning and cross-channel optimization across

local TV and radio, is expanding to include 19 additional markets.
www.nielsen.com

■ London-based researcher Kantar has launched the Kantar Profiles Network, a source of permission-based, GDPR-compliant research respondents. Powered by the company's OnePlatform, the Kantar Profiles Network allows CMOs and their marketing teams to develop or optimize marketing strategies based on human understanding at scale. This includes the ability to connect Kantar's proprietary customer profile data with other information sources.
www.kantar.com

■ Salesforce.org, the philanthropic arm of San Francisco-based customer success platform Salesforce, has launched foundationConnect, a grants management system that allows foundations and public charities to manage the entire lifecycle of philanthropic giving.
www.salesforce.org

■ Nashville, Tenn., company 20|20 Research has launched its Lean Community solution, which allows researchers to grow communities over time through research that is already being done. The company will host and manage the solution with its QualBoard enterprise platform, which provides the ability to engage respondents in a variety of events, including qualitative diaries and group discussions, real-time video chats and quantitative polls and enables clients to build a consolidated repository of knowledge over time.
www.2020research.com

■ Insights solutions company Toluna and its sister company, Chinese respondent and survey provider KuRunData, have expanded respondent reach via the company's WeChat mobile survey app. Initially launched in July 2018, the market adoption of the applet has increased respondent reach by approximately 60 percent year over year.
www.toluna-group.com

■ Technology platform Qualtrics now offers ExpertReview - Response Quality, a solution that uses AI to allow research and insights professionals to weed out poor-quality feedback by automatically detecting bad actors, bots and disen-

gaged respondents and providing recommendations to address the problem.
www.qualtrics.com

■ Consumer insights platform Batterii has launched Mobile Missions, a co-creation app that allows consumers to record video responses to company questions. The mobile platform allows consumers to record product in-usage, consumer shopper journeys, in-home research and more.
batterii.com

■ Cedar Knolls, N.J., marketing agency Marketsmith Inc. has introduced Retail Intelligence, a product designed for manufacturers and specialty retailers to optimize in-store performance by providing insight into trends and performance in each store and across stores on a daily basis.
www.marketsmithinc.com

■ Nielsen BASES has launched Retail Ready, a new service for packaged goods manufacturers that aims to help companies win retail distribution for new products.
www.nielsen.com

■ Wharton Research Data Services (WRDS), a data research platform and business intelligence tool, has added Healthbase to its data offerings. Healthbase, jointly developed by Compile and Decision Resources Group, is a dataset of U.S. health care facilities and prescribers. It offers insights into the health care market, providing subscribers access to information from the provider level to accountability control. WRDS is part of the Wharton School of the University of Pennsylvania.
wrds-web.wharton.upenn.edu/wrds/
www.compile.com
decisionresourcesgroup.com

■ New York-based research company SIS has unveiled the SIS Data Science platform, which will allow the firm to use data science, advanced analytics and data visualization with its panels more efficiently and accurately.
www.sisinternational.com

■ MRI-Simmons and EthniFacts have introduced the Big 5 Personality Suite, a targeting tool that separates consumers into 10 segments based on

deeply held desires, aversions and other motivations. Users can identify consumers based on their openness, conscientiousness, extraversion, agreeableness and emotional stability and then apply those learnings for messaging and in media plans informed by MRI's consumer database. www.simmonsresearch.com
www.ethnifacts.com

■ Life sciences consulting firm Beghou Consulting, Evanston, Ill., has announced its new marketing research practice. The practice will include situation analysis, market assessment, strategy, planning, implementation and monitoring and will be led by pharmaceutical marketing research veteran Esin Izat. beghouconsulting.com

■ Nielsen has expanded advertising measurement on YouTube's mobile app with Nielsen Digital Ad Ratings to 26 additional markets, including Belgium, Brazil, Bulgaria, Czech Republic, Greece, Hong Kong, Hungary, India, Indonesia, Ireland, Israel, Malaysia, Mexico, Netherlands, New Zealand, Norway, Philippines, Poland, Puerto Rico, Singapore, South Africa, Spain, Taiwan, Thailand, Turkey and the United Arab Emirates. www.nielsen.com

■ State College, Pa., software firm Minitab LLC has released Minitab 19 Statistical Software, which delivers statistical analysis, visualizations, predictive and improvement analytics to enable data-driven decision making. www.minitab.com/en-us

■ Elk Ridge, Utah-based research firm Mobile Digital Insights has released Research on Research: Diary vs. Recall-Based Studies, a 19-page report that can be downloaded for free from the firm's Web site. www.mdi-global.com

■ Research firm Benenson Strategy Group (BSG) has launched an online resource called Political War Room to Corporate Boardroom that will provide a series of content to help brand marketers and researchers better understand the consumer mind-set. The content delivered through Political War Room

to Corporate Boardroom draws from lessons that BSG has learned in the political arena and applied to brands. The series will share these lessons and examples which center around strategic research as well as marketing and communications building blocks – from brand health monitoring to narratives to message creation. www.bsgco.com

■ Research firms iSN Global Solutions and CX-Talks have launched a quality control program called QC3. It is designed to help clients address the issue of poor data quality by focusing on two main business aspects: quality checks, which offer a detailed review of accuracy, including feedback and communication with client contacts; and editing services, for unstructured data (qualitative, open-ended) to ensure that the grammar and language used is accurate. <https://isngs.com>
<https://cxtalks.org>

■ Jamin Brazil and Matt Tymn have launched HubUx, a project management platform for UX and research professionals. HubUx is designed to automate qualitative workflows across software solutions and panel providers offering an automated respondent recruiting solution including a scheduler for virtual interviews, focus groups and Remesh sessions, plus social recruiting services. www.hubux.com

■ Researcher DigitalMR has launched a monthly syndicated social intelligence report for major banks in their respective countries. The report will be updated every month with posts from Twitter, blogs, forums, news, videos, reviews and other public online sources. The first three languages included – English, Spanish and Chinese – were selected intentionally to cover a large number of the global population. www.digital-mr.com

■ Cincinnati software firm Ascribe and Germany-based research firm ASKi-Data announced ASKi-Data CX Snapshot, a text analytics tool designed to provide marketers and advertisers same-day, data-driven insights from consumer feedback sur-

veys, including NPS studies. The new software, which uses Ascribe's natural language processing, will enable ASKi-Data's clients to analyze open-ended responses and verbatim comments from large-sample surveys. www.askidata.de
<https://goascribe.com>

■ Seattle-based actuarial firm Milliman's MedInsight and Hayes, a division of health care marketing data firm TractManager, have announced the MedInsight Hayes Grouper, a new decision-making tool that integrates Hayes' clinical criteria with Milliman's claims analytics to create a data set of evidence-based claims analytics. www.medinsight.milliman.com
www.hayesinc.com/hayes

■ In Cambridge, Mass., Pioneer Intelligence has launched to help cannabis industry stakeholders better understand how communications strategies and tactics are resonating with audiences. Drawing from a proprietary database to generate insights and reports, the company focuses on marketing activities across three areas: social media, traditional media and brand-owned Web properties. www.pioneerintelligence.com

■ Teaneck, N.J., research firm PRS IN VIVO now offers Accelerated Behavioral Insights, a series of tools to offer guidance in NPD, shopper and packaging development. Available in combination or separately based on clients' needs, the first tools to be included in the suite include: PackCept, a contextual, early-stage concept screener for NPD; PackFlash, a rapid online screener for pack designs; and AI Pack Screener, a tool to measure and optimize potential pack elements by analyzing new designs against the firm's pack and shelf database. www.prs-invivo.com

■ Portland, Ore.-based SheerID has launched instant student verification in 191 countries recognized by the United Nations, allowing brands to use gated offers to engage college and university students around the globe. Students enter a few pieces of information – like name, university and date of birth – and SheerID

verifies their eligibility to receive a brand's student offer.

www.sheerid.com

■ Toronto research firm Sklar Wilton & Associates has launched a disruption audit solution which includes a free assessment tool that companies can use to assess how their business will fare in a world of disruption. The tool, which uses the Wizu AI platform, focuses on three main dimensions: consumer-led planning, conviction for the future and being technology-forward. In the resulting customized report, gaps among the three dimensions help reveal the ability of the business to disrupt before it is disrupted and identify areas for improvement.

www.sklarwilton.com

■ Dallas research firm Dynata is now offering Dynata Marketplace, an integrated, multi-supplier, automated research platform that is designed to enable researchers to blend Dynata's first-party consumer data with multiple third-party data providers within a single platform to conduct research studies around the world.

www.dynata.com

■ Seton Hall's Stillman School of Business is launching a master of science in business analytics program this fall. Offered entirely online, the 30-credit program aims to help students develop equal expertise in business processes and data analysis. Courses cover using R/Python, JSON/XML and SQL and also look at examining business processes through their data models and extracting meaning from big, unstructured data.

www.shu.edu/business

■ Qualtrics has added API-driven survey programming capabilities to its Qualtrics Research Core insights platform. The new capabilities allow users to automate the creation and launch of research projects.

www.qualtrics.com

■ Marketing consultancy NEORIS announced its new practice, Augmented Intelligence, which utilizes pattern matching, machine learning, artificial intelligence and graph knowledge management. Joining NEORIS in its new

practice are Demian Bellumio and Fausto Fleites, who led similar practices at other firms, and Sayyed Nezhadi, who will head its innovation labs.

www.neoris.com

■ Socialbakers, a Prague-based marketing company, released Content Hub, its new platform designed to use AI-powered content intelligence in order to aid users in planning, content creation and discovery, collaboration and insights.

www.socialbakers.com

■ Market researcher Ascribe announced the addition of X-Score to its Ascribe CX Inspector text analytics software. X-Score measures customer satisfaction by providing a score derived from comments about customer experiences.

<https://goascribe.com>

■ TranscriptionWing, Civicom's general transcription services unit, achieved compliance with the federally mandated standards of the Health Insurance Portability and Accountability Act.

www.civi.com

■ Quantzig, an Illinois-based analytics company, announced the release of its free resource, which will supply data captured from sources such as onboard sensors and data collection points introduced by passenger counting systems, vehicle location systems, ticketing and fare collection systems, and scheduling and asset management systems.

www.quantzig.com

■ MarketingIQ is launching its Swarm focused market research agency. The Swarm platform combines human feedback and artificial intelligence algorithms to generate insights.

www.marketingiq.co.nz

■ New York-based market researcher Phoenix Marketing International has completed the annual third-party audit and maintained the ISO/IEC 27001:2013 certification, which specifies the requirements for establishing, implementing, maintaining and improving an information security management system.

www.phoenixmi.com

■ Quester announced a new release of its text analytics software Core-Text Analytics, which has now gained a sentiment analysis feature.

www.quester.com

■ Survey research consultancy Researchscape International has launched ResearchStory, a survey response analysis tool. Its first external implementation is for users of SurveyGizmo software.

www.researchscape.com

■ Surveying platform Geo-Poll launched its SMS API, which will allow companies to utilize Geo-Poll's wide SMS connectivity through-out emerging markets.

www.geopoll.com

■ Marketing research firm Rare Patient Voice, Towson, Md., launched its Proposal Automation Module, which will allow clients to enter information online – type of project, length of interview, respondent type and medical condition – in order to receive a proposal.

<https://rarepatientvoice.com>

■ 20|20 Research has launched QualLink 4.0. QualLink is 20|20's API technology that integrates quantitative surveys and other online data resources programmatically with QualBoard 4.0. QualLink allows survey participants that meet researchers' criteria to be transitioned into a moderated online discussion or other qualitative event, instead of going through the process of recruitment.

www.2020research.com

■ Research consultancy LRWGreenberg has formed LRWGreenberg Gaming, which brings together a team of researchers focusing on areas such as player segmentations; portfolio and product planning; title and platform launch positioning; and foundational brand and category insights.

www.greenberginc.com

■ Consumer intelligence platform Toluna has expanded the capabilities of its suite of automated research tools which includes PowerPack, PowerShelf and PowerConcept.

<https://us.toluna.com/>

■ Insights firm PRS IN VIVO has launched the BEQual Toolkit, which allows respondents in qualitative research settings to react to new packaging designs after exposure to a prototype, interacting as they would with social media platforms.
www.prs-invivo.com

■ Civicom Marketing Research Services has added the Storyboard feature to its qualitative content management platform Glide Central. The new addition will allow users to create storyboards from multimedia clippings and export them as stitched files.
www.civicomrs.com

■ Skyland Analytics released the latest version of its Skyland PIMS data collaboration platform. Version 3.1 expands PIMS' external data source connectivity, data contextualization, analytics and control charting capabilities.
<https://skylandanalytics.net/>

■ Software company ECI Software Solutions announced the availability of Cognitics, a cloud-based analytics and data

visualization platform that helps users draw insights from the data in their enterprise resource planning systems to support business growth.
www.ecisolutions.com

■ Inzata has launched InFlow, its automated data pipeline workflow tool created to provide real-time analytics.
www.inzata.com

■ Researcher GfK has launched Attribution+, an AI-based solution for grocery and drugstore retailers to gain intelligence on shoppers. The tool allows retailers to augment loyalty card data with insights from the GfK Consumer Panel. Attribution+ is the first tool that GfK and information tech company SOi developed as part of their partnership.
www.gfk.com

■ Ventana Research, Bend, Ore, announced its latest Dynamic Insights research endeavor on sales analytics. It provides the research participant with an assessment of his or her company's efforts, as well as research-

and experience-based advice on next steps to improve.
www.ventanaresearch.com

■ Research firm FocusVision now offers Sample Marketplace in its Decipher survey platform. Users enter their sample specifications and click submit to obtain their quote. Once they decide to proceed, they can secure their sample and launch their study without leaving the Decipher platform.
www.focusvision.com

■ A new research company, Stickybeak, has formed, based on an online survey platform that uses messaging-app-style conversational chatbot surveys, using characters and animation to engage audiences in quantitative research. Stickybeak recruits survey respondents through social media and is currently able to survey groups in the U.K., U.S., Australia and New Zealand.
<https://stickybeakmarketing.com>



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Speaking the language of business

| By Philip Moore

snapshot

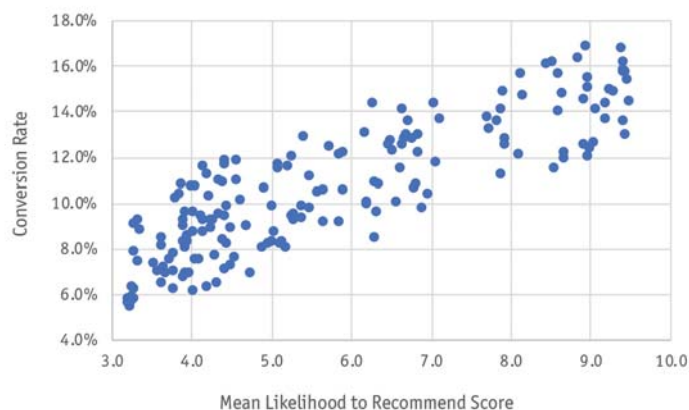
Philip Moore explores how researchers can increase the impact of their work by considering the needs and interests of their audience.

I was trying to schedule a follow-up call with a client today, a market research manager at a Fortune 500 retailer, and he was fully booked, in some cases double-booked, for more than two weeks. I inquired about this unusual level of engagement for a research manager and he shared that in addition to his normal marketing meetings he is regularly invited to meetings with finance and strategy teams. These are not quarterly updates or meetings to report on specific projects but early-stage tactical discussions. For years our industry has been talking about getting a seat at the table and here is someone actually doing it. Further discussion revealed why he has become such a valuable asset to his company and put himself on the fast track to promotion.

His method is replacing the traditional language of marketing research with the currency of strategy and finance, which is literally currency. I learned this reporting approach shortly after moving to the client side 20 years ago. We had a traditional VOC program that provided monthly customer satisfaction



Figure 1: Sales Conversion Correlated with Likelihood to Recommend



ratings. The survey results were summarized as Net Promoter Scores (NPS) and uploaded to a BI platform. Location managers discussed the scores with their regional directors, with praise heaped upon the top performers and direction to “do better” leveled at the rest. This had been the standard operating procedure for many years. As a result, the marketing research department was quite unpopular with the sales organization.

The innovation that repaired this relationship was converting the NPS reporting to an opportunity analysis expressed in dollars and adding two levels of reporting: sales team and individual sales associate. We had enough survey responses to correlate sales conversion with likelihood to recommend by quarter. Figure 1 shows what the relationship looked like.

Securing conversion rates for the individ-



www.quirks.com/articles/2019/20191005.aspx

ual associates was initially a manual process because the research department was not granted access to sales data. We had to e-mail individual sales managers to get the quarterly performance data for their teams. Once we had the necessary data, estimating the impact of a one-point increase in likelihood to recommend on sales revenue was a straightforward regression analysis.


Another advantage of merging survey and associate-level sales data for regression analysis was an opportunity for a more sophisticated analysis including variables like region and job tenure. We discovered a slight regional bias in likelihood-to-recommend scores and an interesting non-linear relationship with time on the job. Including variables for these factors in the regression produced a more accurate understanding of how each associate was performing, controlling for where

they worked and how long they had been with the company.

Showing a sales associate what they could earn if they improved customer satisfaction is certainly more compelling than simply reporting their Net Promoter Score but the real value comes from revealing how to do it. Unfortunately, my predecessor had bought the NPS story hook, line and sinker. The survey instrument I inherited had been pared down to three questions so no diagnostic measures were available. Reporting revenue opportunity created a great deal of excitement among the sales leadership. The increased interest made securing a 50% increase in VOC budget to expand the survey an easy ask.

Three months after launching the revised survey we were helping individual sales associates improve their personal conversion rates. Some struggled with initial greeting, others with attentiveness to customer needs.

One of the most impactful outcomes of the expanded survey was to identify the top performers on specific metrics and pair them for a period of retraining with their underperforming peers. The results were spectacular and the VOC program was fully integrated into the sales management process. We were granted full access to sales data and assigned IT resources to build automated reporting.

The next time you find yourself saying “Seventy-eight percent with a confidence interval of ± 3 percent,” consider the potential impact of alternative language like, “\$3.6 to \$4.4 million in additional revenue.” That is the common language of business and something non-researchers can act upon. Modeling these estimates takes more work but it’s worth it. 

Philip Moore is senior research consultant at MDC Research, Portland, Ore. He can be reached at philip.moore@mdcresearch.com.

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••• customer experience

Anything worth doing...

20 steps to make Net Promoter Score more actionable for B2B

| By Alan Hale



snapshot

To be truly effective, NPS can't stand on its own as a measure of organizational success, Alan Hale argues, offering a checklist of ways to get the most from the popular metric.

After conducting dozens of Net Promoter Score (NPS) projects for clients, we have seen successes as well as failures. The successes became more profitable as well as gaining wallet share and overall market share over time. The failures did not deliver much, fizzled out and were considered a waste of time.

Prior to writing this article we reviewed some secondary research on customer experience and Net Promoter Scores. Here are a few pertinent statistics:

- In 2014 Gartner research had predicted that by 2016, 89% of companies expected to compete on customer experience.
- Careers Partners International (2018) indicated that two-thirds of Fortune 1000 companies use the Net Promoter Score methodology.
- A Confirmit study (2018) said only 20% of companies had a high return on investment on NPS.
- Glympse research (2018) stated that NPS leaders on average had 2.3 times the profitability of industry peers.
- Customer Gauge research (2017) reported that 49% of people managing their Net Promoter programs were not promoters of their own internal programs.

We believe NPS is a powerful tool in the toolbox to measure customer loyalty, if done correctly. It was developed and trademarked by Fred Reichheld, Bain Company and Satmetrix. It measures loyalty – instead of satisfaction – of customers of the organization, business units and divisions over time. This is done by assessing the personal risk of the respondent in recommending the company to a friend or colleague based on the overall relationship with the company, as opposed to a specific transaction.



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In our opinion, NPS is similar to EBITDA (earnings before interest, taxes, depreciation and amortization) for financial managers. NPS measures the marketing relationship with your customers as EBITDA measures the financial health of an organization. Senior management can use both sets of metrics across the entire company. The numbers are important benchmarks but they do not tell you what you need to do to improve your performance.

One of the common complaints we hear is that NPS is not actionable and therefore not worth doing. A typical comment is something like, "Our client has a 23% NPS but we do not know how to improve that score." Word clouds showing the frequency of words is not the answer; it is not insight. It is a graphical way of showing data. Data analytics gurus will talk about their platform and costs for online surveys. But what is lacking, quite frankly, is the required insight to make necessary changes to positively impact the organization. One needs to obtain the insight during, not after, the NPS voice-of-the-customer (VOC) research process by conducting in-depth qualitative discovery research.

The following is a checklist to make your own NPS more actionable. This perspective has been developed from working with clients in business-to-business settings who have been successful in leveraging their NPS insights to increase business performance.

1. Obtain buy-in and support from senior management. As with all other major initiatives, it is imperative to obtain the support of senior management. There needs to be a commitment to actually use this data to improve the company. If you are just collecting research data, results will not positively impact the organization and will be a waste of time and resources.

2. Do not bias the research results. We have seen companies

trying to force only their best customers to be included in the survey. You need to randomly sample and talk with both Promoters as well as Passive and Detractor customers. Ideally, this discussion is with each of your key customers. We also have seen reps trying to tell customers to make only positive ratings and comments. This is not unbiased voice-of-the-customer research. You cannot fix your organization's weaknesses if you do not know what they are.

We believe in having an independent third-party objectively analyze the results. The mechanics can be done internally but it is hard to break the paradigm unless you can honestly believe the results of the VOC research. Your company is busy with addressing long-term and day-to-day initiatives in addition to putting out fires. Contracting this effort to a qualified third party to focus on this strategic research just seems to make more sense. We recognize there are exceptions where companies have a dedicated and trained staff but in general it is best to seek an outside specialist.

3. Identify your major accounts using the 80/20 rule, where the top 20% of your accounts make up 80% of your volume. If a company has 200 accounts, maybe 40 of them would make up 80% of the revenue. Apply the 80/20 rule for the last three years to also identify those large accounts who have significantly decreased their spending with you.

High wallet-share and customer loyalty in current large key accounts are worth more than acquiring some new random customers. Ask yourself: What would happen to our company if one of these major accounts defected to our competition? Wouldn't you rather know from an objective standpoint how customers perceive you rather than relying solely on the salespeople's feedback, which is often biased? Wouldn't you like to know how to better serve a customer before the customer leaves and then scramble to determine what went wrong?

4. Identify which respondents within these large accounts should be included. Respondents should consist of influencers, users and decision makers. In the packaging industry, respondents of companies using the packaging might consist of a senior manager, a marketing/branding person, a packaging engineer and a corporate sourcing executive. A tool for a contractor could include purchasing, the foreman and a sampling of contractors.

One needs to identify the most relevant personnel to reveal a 360-degree perspective of how you are doing in that account. Assuming an average of 2.5 people being interviewed in the above example of 40 accounts would yield 100 people to obtain feedback from. This is a manageable number.

We sometimes hear from data analytics gurus that the results are not statistically significant. Our answer is: Who cares? If we understand in depth what drives 80% of our sales, we control our destiny. In the B2B arena, success is determined on how you perform for the top key accounts. If you want to include other medium/smaller accounts, use a lower-cost option like web surveys. In the business-to-consumer market, with millions and millions of customers, it makes sense to start with data analytics to tease out potential opportunities and then follow up with qualitative discovery research.

5. Incorporate probing diagnostic qualitative questions in addition to asking the Net Promoter Score question “Why did you give it that score?” Some examples of these questions are: What are we good at? Where do we need to improve? What are other best-in-class vendors doing that we should also implement? When Lou Gerstner was turning around IBM, he would visit its top customers and ask, How are we doing? What are we good at? What do we need to fix? What else should we be doing?

We believe this critical insight cannot easily emerge via an online survey. At best, you obtain a few words on how to improve. The vast majority of the time you obtain nothing.

Our strong preference is to conduct an in-depth phone interview for

this voice-of-the-customer research for business-to-business markets. Other qualitative research methods like personal interviews, focus groups and ethnography can be utilized as well.

6. Determine if you are a supplier or a partner. Note: If you supply a small, insignificant product, there is a strong possibility that the customer does not want a vendor to be a partner in this category. However, in cases where it is valued, determine what it takes to be a partner. Ask them: Are we a supplier or a partner? What do we need to do to become a more valued partner? What do we need to do to become a partner to your most valued customers?

7. Other useful questions to ask: What is the one thing we can do to improve your Net Promoter Score? If senior management were sitting down with you, what else would you recommend?

8. Determine the importance of each of the criteria to the customer. How important is each performance criteria? Make sure you invest resources on the important things; let your competition throw money away on the things that customers do not care about.

9. Have the customer rate your performance, the performance of your major competitor and potentially the performance of a best-in-class supplier regardless of the product category. Then probe on what these other suppliers are doing that you are not. This tells you how big the gap is as well as what you need to do to fix the gap. If your quality performance rating is a 7.3 and your competitor rates a 9, there is a huge gap that needs to be addressed. Key questions to ask are: Why did we get that rating? How can we improve? Ask them to provide a few relevant examples.

Measuring against best-in-class suppliers helps provide information on things other successful companies are doing that have not yet been adopted in your industry. It also helps you migrate towards a market leadership position.

When measuring product attributes, consider performance, ease of use, product quality, product consistency and lack of critical features, etc.

A client once received low performance quality scores for providing chemical compounds that were not consistent from batch to batch. This required the additional time of a process engineer to fine-tune each batch to bake, costing the customer both incurred engineering costs and opportunity costs of delayed sales revenue.

Other common aspects that are worth investigating include: delivery, technical support, customer service, value for the price, ease of doing business and company responsiveness. The ratings are important but asking why and how to improve are the keys to gathering insight. A good rule of thumb is that the discussion should be 20% quantitative and 80% qualitative.

10. Document the findings to institutionalize the knowledge. We strongly recommend writing a detailed transcript of the discussion after each interview. This is very helpful in giving visibility to the sales team and senior management as well as in developing a specific customer action plan. These transcripts should include both the ratings and summaries of the qualitative feedback. Transcripts can be coded green (everything going well), yellow (some concerns but average performance) and red (danger of losing customer/client).

In presentations to clients, they are more receptive to the research findings if the ratings are accompanied by snippets of voice-of-the-customer commentary from well-known customers. This approach delivers insights into what is needed to improve the situation as well as generating buy-in at the C-suite level.

11. Determine how aligned the company is with the perceptions of its top customers. Have management and sales take a modified survey to determine how aligned they are with key customers. It is too easy to say “we knew that” after the research is done. Put a stake in the ground.

We had an example where the top management thought they would receive a Net Promoter Score of 32% from their top customers. In reality, research showed a -46% NPS. That is a huge disconnect. If anything, when aligned, company personnel tend to

be harsher on company performance ratings as they see “how the sausage is made” – i.e., all the operational issues that customers may not see.

12. Cascade communication and provide feedback to the sales team and the company at large. Everyone needs to be on the same page. The sales and marketing departments cannot solely drive this process. Sales and all other departments must know what issues need to be addressed both by a specific department as well as the entire company. Presentations to the company at large should include both the research findings as well as the suggested action plans for the entire company.

13. Identify the top three or four initiatives to implement first. With limited time and resources, it is unrealistic to expect a company to undertake too many initiatives and be successful. A client once had 22 major initiatives going on at once. As expected, they failed and not much progress was made.

14. Invest appropriate resources (time, money and senior management focus) to make these initiatives successful. Make sure this is a high priority within the organization and make sure adequate resources are provided. Specific people need to be assigned the responsibility of completing each initiative and be held accountable for its success.

Make progress transparent to the CEO and the senior management team. Some companies have successfully used war rooms to allow senior management to walk in and see the progress of the initiatives as well as key performance metrics at a glance. Tie incentives to the success. Make this program highly visible to the organization. Senior management needs to constantly talk up the importance of making these large key accounts “raving fans” of the company, as coined by Ken Blanchard.

15. Design an action plan for each specific key account to address their issues and make them raving fans. Raving fans become brand advocates while disillusioned customers become brand assassins. What are the two or three things you need to do to drive this customer’s loyalty? Issues cited by senior man-

agement should be given a higher weight and priority than other respondents.

16. Provide specific account summaries (transcripts) to the sales reps. The objective is to provide honest, unfiltered third-party feedback. Have the sales reps review written account summary transcripts prior to visiting the account. Reps are hired to be successful sellers but they may not have the required skill set to listen, empathize and/or accept critical feedback.

The worst thing that can happen is if the rep attacks/challenges the customer and becomes defensive during the feedback process. Doing so burns bridges. The customer becomes more dissatisfied and may refuse to cooperate in the future.

There are extensive training programs for salespeople that include role-playing. These training programs help to provide greater comfort level and sensitivity in this feedback process. We would also recommend that marketing accompany the rep on a customer review meeting. It is well advised not to ignore this critical step of training the rep.

17. Make the feedback closed-ended. Schedule a personal on-site visit with each of the key accounts. The sales rep and a senior manager should visit each account to listen, recap research findings and deliver an action plan. Sample dialogue is as follows: “We heard this. Did we hear right?” “This is what we are going to do.” “Do you have any other concerns?” “We will meet quarterly (or twice a year) to determine if we are on track.” The lack of a closed-loop feedback system is a major omission of current NPS programs.

We recommend that one member of the senior team is assigned to each key account. Key customers want a relationship with senior management to make sure their interests are aligned and that the correct amounts of resources are assigned. Senior managers may have five or six accounts that are assigned to them.

18. Senior management needs to drive initiatives based on the key insights of the VOC research. This is not about doing some research. It is about developing insight to turn

customers into raving fans by implementing key initiatives to drive the organization’s future success. If this step is ignored, the result will be a lot of costs with not much of a gain for the organization.

19. Measure progress. This process is similar to Six Sigma, whereby one executes a process, measures results and then fine-tunes the process. In the 18 to 24 months after the initiatives have been launched, do another NPS and determine if you have made significant progress. Make adjustments to fine-tune. NPS is an ongoing journey, it is not a one-and-done effort.

20. Celebrate successes. It is important to celebrate your victories. The celebration needs to be companywide not just for the sales and marketing departments. The organization needs to embed this methodology into its cultural DNA.

Research costs become an investment

Executing the above will drive customer loyalty and satisfaction, increase wallet share and drive profitability. Raving fans will spend more and be willing to try other products and/or services. Because of the attention the account is receiving, they may not be as price-sensitive as other customers. Research costs become an investment and over time you will be able to calculate the return on this investment.

We frequently hear that this is a lot of work. It is hard work. But it provides insight you cannot obtain simply by using online survey platforms. This is how to turn research costs into an investment and see a return. It takes insight, not just data, to be a preferred supplier. This approach is also very difficult to replicate by your competitors.

Use the above as a checklist for your NPS program. By incorporating these practices, we have seen clients increase their NPS and become more successful as measured by revenue and profitability. We wish you much success in your journey. 📌

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••• customer experience

Better experience, better profits

Getting the most from your CX MR

| By John Goodman



snapshot

In an excerpt from his book, “Strategic Customer Service,” John Goodman outlines 10 best practices for customer experience survey success.

Even at their best, most customer experience (CE) surveys are not especially effective in providing actionable results. They take the customer’s pulse and provide a score but surveys often fail to guide the development of a better CE and move the proverbial needle. In short, many companies today appear to be spending much and getting comparatively little in return for their CE survey investments.

That’s a shame. Ineffectual CE surveys are not a fait accompli. Done right, they offer rich, meaningful CE insights as well as serving as a trustworthy barometer of corporate well-being. Used correctly, such survey results offer a powerful and practical management tool for shaping and nurturing CE investments. Taken on with more than good intentions, rather than a desire to confirm the status quo, they facilitate the uncovering and implementation of the “right” actions – those at the intersection of a better CE and a more profitable company.

The following are 10 categorical best practices that generally apply to all CE survey types. Some of these best practices relate to survey methodology and others pertain to how the survey results are analyzed and packaged.

1. Prepare the internal audience for constructive bad news.

One way to lose your audience is to unpleasantly surprise them with data that they find counterintuitive to their own experience or that is threatening. The following are critical to properly setting the audience’s expectations in advance:

- Stress that research often produces counterintuitive surprises and will surface some unhappy customers.
- Show that negative results highlight the causes of price sensitivity which, when identified, can be used to facilitate better margins.
- Couple each negative result with a quantification of the upside revenue opportunity.



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- Assume that the findings will focus on process issues instead of affixing blame to a particular unit.

2. Use a sample that yields precise and representative data. No survey practice is more tied to the proverbial warning “garbage in, garbage out” than sampling technique. Regardless of the survey type, rigorous sampling – picking enough of the right customers to participate in the survey – is essential to producing trustworthy data. Any sample must be built to fulfill two prerequisites to produce trustworthy data. First, the sample must be constructed to yield statistically precise results. Second, the sample should be developed to produce representative data.

The statistical precision of a survey finding has to do with margin of error and statistical confidence, which are mostly a function of customer sample size and the response rate. Think of it this way: All else being equal, the more data points (i.e., survey respondents), the greater the precision of the survey results. Plenty of academic and practical resources are available to guide a determination of responsible, scientific sampling technique. The goal is to strive for a CE survey data set that yields no more than a ± 5 to 7 percent margin of error, with a 95 percent confidence level. The best way to achieve this minimum precision level is to forecast and plan for this target.

The statistical representativeness of a survey concerns the degree to which the customers responding match the customer population on some key set of characteristics (e.g., the products or services they have purchased, gender, income, etc.). While statistical precision and representativeness can be related, they are not identical. For example, a company could possess a precise data set of 1,000 survey respondents that is not representative of all customers (e.g., includes only men, is skewed toward customers only using one type of product or service, etc.). We typically perform a congruence test on any data set to determine whether the survey respondents are representative of the customer population. For example, if Product A is used as the criterion

characteristic, we compare the match between the percentage of customers in the population using Product A and the percentage of customers using Product A in our CE survey data set. This congruence test will be repeated for a variety of indicator characteristics. The representativeness of the data set is based on the relative difference between these two percentages across the chosen set of variables. The closer the average difference is to zero, the greater the probability that the sample is representative of the customer population.

While there are no guarantees of obtaining a representative data set by chance, a few methods can increase the probability of securing one. First, before fielding the survey, the CE practitioner should validate that the sample itself is generally representative of the customer population. Second, any gross discrepancies between the sample and the population, as well as any underrepresentation of particular segments (both for the purposes of representativeness and any segment-specific analysis), should be addressed as needed, by using a supplemental sample (i.e., by adding more participants from certain segments to the sample).

3. Design a CE survey that identifies the key drivers of satisfaction and, at a granular level, customer problems. The key drivers of CE satisfaction are critical to setting CE priorities. At the same time, the best way to complement a more prescriptive understanding of the CE priorities is to granularly describe the associated types of customer problems. For example, if the CE key driver was “product quality,” what types of customer problems diminish product quality? The CE survey best practice here is to ask the customer to review a list of potential problems across the entire customer journey. The problem list should contain 20 to 50 problems. While such a list may look intimidating and negative to executives (especially marketing), aiding the customer usually identifies three times as many problems, compared to simply asking the customer, “Have you had any recent problems?” Further, the list can include critical issues many customers are afraid to mention, such as “being

misled by the sales representative.” In this instance, once the issue is on the list, the customer has permission to flag the problem.

4. Use a survey invitation that convinces customers to invest their time to respond.

Regardless of the survey methodology, an invitation to participate in a CE survey should provide two specific examples of how the company used survey feedback to improve the CE. For example, a delivery company we once worked with indicated that it was enhancing its claims and invoicing processes based on customer feedback. A quick-serve restaurant we collaborated with announced it had brought back BBQ sauce, as customers requested. In both cases, customer feedback was strong and positive and served as a catalyst for enhancing survey response rates.

5. Use customer-convenient survey channels.

Web-based surveys that customers can take at their convenience are more effective than telephone-based surveys or forcing customers to respond immediately after calling customer service with a question or problem. For B2B relationship surveys, schedule an appointment with the customer, send the questionnaire in advance and enlist an account manager to follow up and encourage non-respondents to participate in the survey. These techniques can yield B2B survey response rates between 50 and 95 percent.

6. Package the survey results for ease of use by executives.

CE survey results should be tailored to each audience and describe the top issues in no more than one to two pages. Complicated data tables that require study and analysis (e.g., top 10 complaints by top 15 products, giving the reader 150 data points to analyze) are a barrier to consumption of the results. When using data tables and graphs, proactively conduct the analysis for the reader and list the four key problems that most need attention. For maximum impact, estimate the monthly cost of inaction for each key issue and provide a suggested action plan with process metrics to measure impact.

7. Present data in a positive tone and with creative ideas.

While we

noted in the first best practice that the CE survey audience should always be prepared for constructive bad news, the survey results should strive for balance and also highlight positive accomplishments. For example, point out where previous initiatives had a positive impact or show how a process metric has improved. Blame should not be assigned to individual units but dissatisfaction and its accompanying financial opportunity can be associated with particular cross-functional processes. Communicate to the operating manager, “You are doing well but look how much more money you are leaving on the table that you would accrue if you did X.” By nature, processes are cross-functional and therefore less threatening. Also, if you add creative ideas suggested by customers and your customer service representatives, the report is repositioned as an idea source. One company’s customer service department had a section of the satisfaction tracking report titled “The Wacky Ideas Section.” The marketing, brand and product development departments viewed the section as an innovation source.

8. Create an economic imperative that the CFO accepts.

The monthly cost of inaction on each CE priority should be quantified, according to the market-at-risk approach, which enables you to prioritize problems for correction based on the portion of the customer base that may be lost. It considers frequency and damage as measured by impact on loyalty, increased risk and negative word of mouth. The market-at-risk methodology and the customer value should be validated in advance with the CFO or the resident financial cynic. Remember that CFO buy-in significantly increases the VOC impact on customer satisfaction improvement.

9. Present the data at a granularity level that makes it actionable.

Define CE priorities in as detailed a manner as possible. Issues such as billing or sales unresponsiveness are too broad and likely to cause defensiveness. The CE practitioner can greatly enhance the prescriptive value of the survey findings through three survey design practices: 1) offer, as previously described,


an aided list of between 20 and 50 problem categories and ask respondents to indicate all problems experienced as well as the most important problem; 2) provide an analysis of a limited number of open-ended questions – e.g., in an open-ended question that follows the survey’s problem list, ask for a description of the most serious customer problem; and 3) provide an analysis of a set of special survey questions, included in the survey, to uncover insights about known priorities.

10. Measure, communicate and celebrate progress.

Many VOC processes are not systematically monitored to determine whether the plans made in response to the VOC reports ever achieve the promised improvements. Lack of accountability is a serious impediment to achieving action. Creating accountability by measuring progress is one of the most important functions the CE leader can perform.

Another key part of this process is recognizing and celebrating successes and ensuring all the involved actors receive accolades. If anything, spread the glory too wide. Those who were not strong contributors on the current project will work harder next time.

Communicate the process changes made, based on customer and employee feedback, to the entire employee base. Most companies communicate via the website, e-mails and supervisor briefings. Unfortunately, many employees do not read everything and many supervisors filter and truncate communications.

Be sure to include your customers in the communications. They are excited that you are paying attention to their input. Gary Furtado, president and CEO of Navigant Credit Union in Rhode Island, relates that when he communicated the results of Navigant’s member experience survey and his intended action plan to the membership, he received over 50 e-mails congratulating him on his courage to ask about problems and his follow-through on conveying the results and action plan to all the members. 

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••• customer satisfaction

Depends on how you ask

Why customer satisfaction is hard to define

| By Terry Grapentine



snapshot

The field of marketing does not have a uniformly agreed-upon definition of one of its most-measured concepts – customer satisfaction. Where does that leave marketing researchers?

This article presents an argument for not measuring the concept of customer satisfaction as researchers typically measure it: by using a direct rating scale such as the typical 0-10, very dissatisfied to very satisfied scale. (For purposes of discussion, I refer to that scale as the satisfaction scale.) The article's fundamental premise is that the satisfaction scale is too ambiguous to be used as a good summary measure of a respondent's overall affective, i.e., emotional, response of varying intensity to a brand.¹ This is because consumers who are identical in their beliefs, needs, wants and evaluation of a brand can give widely different answers to the satisfaction scale, based on their interpretation of the term satisfaction.²

This article is organized as follows: satisfaction is an ambiguous concept; the marketing literature does not offer a uniform definition of the satisfaction concept; satisfaction can be an emotion; satisfaction can be a cognition; and, how to approach the satisfaction concept in applied research.³

Satisfaction is an ambiguous concept

An ambiguous concept is one having more than one distinct meaning. In the sentence "We saw her duck" duck could refer to the quacking animal or to the action of lowering one's head or body.

Is satisfaction an emotion or cognition? Some respondents interpret satisfaction as an affective (i.e., emotional) response to a brand, others as a cognitive response. A cognitive process is the "mental action or process of acquiring knowledge and understanding through thought, experience and the senses."⁴ For example, some respondents answer the direct satisfaction rating scale with respect to how they feel about a brand (e.g., terrible/delighted, don't like/like very much) and others answer with respect to some cognitive process (e.g., the brand performed better than anticipated, the brand performed as advertised).

What is the respondent's focus when answering the satisfaction scale? Different respondents may focus on different aspects of their experience



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1). Respondent 3 references the time when he was bargaining over the vehicle's price, while Respondent 2 is thinking about her overall experience with the vehicle.

In summary, using the data from Giese and Cote,⁶ Table 1 gives examples of how three identical, hypothetical respondents can answer a satisfaction scale differently, based on their interpretation of the term "satisfaction." Questionnaire wording might reduce some of the ambiguity of the satisfaction scale (e.g., having Respondent 3 rate the brand based on his experience with the vehicle after purchase) but factors such as whether respondents answer the satisfaction scale based on emotion or cognition will always be present.

The marketing literature does not offer a uniform definition of the satisfaction concept

In answering the question, "What is customer satisfaction?" the marketing literature provides little guidance. In a 1997 review of the marketing literature, former Vanderbilt University business professor Richard L. Oliver's book, "Satisfaction: A Behavioral Perspective on the Consumer," found a mishmash of definitions and descriptions of the customer satisfaction concept in the literature, prompting him to proclaim, "Everyone knows what [satisfaction] is until asked to give a definition. Then it seems, nobody knows."⁹

In short, the field of marketing has not reached agreement on a consistent definition of the concept of "customer satisfaction." Further,

with the brand, adding to the term's ambiguity. For example, some respondents may focus on their consumption experience while others may focus on the ease or hassle associated with purchasing the brand. The former may occur if you interview a consumer who has been using a brand for an extended period of time. The latter may occur if you interview a consumer near the time a brand purchase was made.

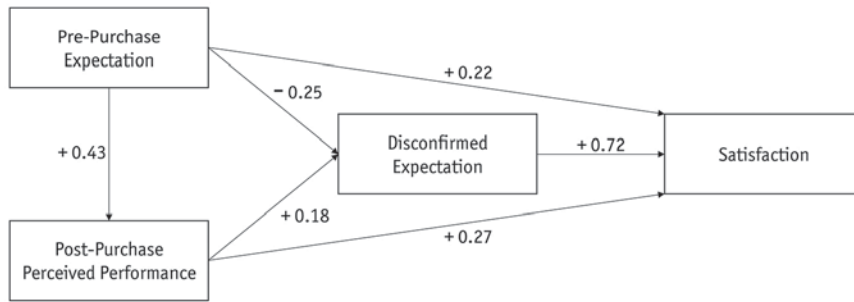
Additionally, the respondent's focus may entail "comparing [brand] performance to some standard."⁵ For example, one respondent may answer the satisfaction scale based on brand performance relative to how the respondent forecasted the brand would perform, while another responds based on how the brand compares to her ideal brand.

What is the respondent's time reference when thinking about brand satisfaction? Different respondents may answer the satisfaction scale based on their most recent brand experience while others may give a brand rating based on their overall experience with a brand since its purchase (see Table

Table 1: Examples of Ambiguity in the Satisfaction Scale

| Assume three respondents are identical in all respects regarding their purchase and use experiences with their Toyota yet they all give different responses to the satisfaction scale defined at the beginning of this article. Below are their hypothetical ratings and reasons for their ratings. ^{7,8} | | |
|--|---|---|
| Respondent 1: Rating = 7 | Respondent 2: Rating = 10 | Respondent 3: Rating = 6 |
| Respondent interprets satisfaction as reflecting her emotional response to Brand X. | Respondent interprets satisfaction as reflecting his cognitive response to Brand X. | Respondent interprets satisfaction as reflecting some aspect of the purchase experience. |
| "I am jazzed about my new Toyota. I just feel good driving it." | "My experience with the car is exactly what I anticipated based on Toyota's advertising and what I heard from friends." | "It's a great car but I'm a little irritated because I don't think the dealer gave us a good deal." |

Figure 1: Disconfirmed Expectations Model of Customer Satisfaction: Coefficients from Churchill and Surprenant



marketers do not even agree what to call this concept. Should it be called “customer satisfaction,” “consumer satisfaction” or just “satisfaction”?

I refer to the concept as “customer satisfaction” because that is the term most often used in applied marketing research articles on this topic, based on a search of all three terms in Quirk’s marketing research article database.

Satisfaction can be an emotion

Giese and Cote conducted one-on-one, in-person interviews with 23 respondents and asked them to define the term “satisfaction” and elaborate on its meaning.¹⁰ Respondents’ answers fell into two broad categories – 77% were affective in nature and the remaining were cognitive, reflecting the ambiguity of the concept. See Giese and Cote’s article for a more complete discussion of their interview script.

Affect is a term denoting an emotional response. For example, when talking about being satisfied with a given product, respondents’ affective responses reflect comments such as the product makes me “happy,” “like it” or “comfortable.”

Researchers have attempted to measure satisfaction as an emotion by operationalizing customer satisfaction measures reflecting variance in emotional intensity by using scale anchors such as the following: “terrible/delighted; displeased/pleased; disgusted/contented; tense/elated; bad/good.”

The choice of scale anchors depends on the product category and the context of the question being asked. For instance, scale anchors “delighted/terrible” might be the kind of emotion appropriate for measuring the affective response experienced by a recent cruise line customer to

an exotic Caribbean port of call but likely not the affective response experienced by a person who purchased a toner cartridge for a printer, for which scale anchors “I like/don’t like this toner cartridge” may be more appropriate.

Satisfaction can be a cognition

In contrast to an affective response, a cognitive response is one reflecting a mental (non-emotional) product evaluation. For example, when talking about being satisfied with a given product, respondents’ cognitive responses reflect comments such as “The product works in the way it was advertised,” “It had all the features I wanted” or “The product just does not break.”

One excellent example of a cognitive based model predicting customer satisfaction is Gilbert A. Churchill Jr., and Carol Surprenant’s classic 1983 *Journal of Marketing Research* article, “An investigation into the determinants of customer satisfaction.” The authors describe and test...

“...the disconfirmation paradigm, which holds that satisfaction is related to the size and direction of the disconfirmation experience, where disconfirmation is related to the person’s initial expectations. More specifically, an individual’s expectations are: (1) confirmed when a product performs as expected, (2) negatively disconfirmed when the product performs more poorly than expected and (3) positively disconfirmed when the product performs better than expected. Dissatisfaction results when a subject’s expectations are negatively disconfirmed.”¹² Satisfaction results when a subject’s expectations are positively disconfirmed – the customer received more than what was expected.

Figure 1 gives a simplified version of

their model. I do not discuss in much detail how this model is estimated or the questionnaire used to create the model. That information can be found in the Churchill Jr. and Surprenant article, a link to which the endnotes supply.

The model is built around a consumer’s purchase of a hybrid plant (a chrysanthemum). The model’s terms are defined below.

Pre-purchase expectation: Perceived expectation of product performance (e.g., expected number of flowers on the plant). In Churchill Jr.’s experiment, respondents read written messages about this product, which created product performance expectations in their minds. In an actual setting, advertising or word-of-mouth can create pre-purchase expectations.

Post-purchase perceived performance: Perceived product performance (e.g., respondent perceptions of the number of flowers on the plant, ranging from “many blooms” to “few blooms”).

Disconfirmed expectation: “Disconfirmation arises from discrepancies between prior expectations and actual performance.”¹³ This was measured by the scale, My expectation of the number of flowers was: Worse than I thought, Accurate or Better than I thought.

Satisfaction: Churchill Jr. and Surprenant used a multi-item scale to measure this concept. For example, one measure they used was a seven-point scale ranging from I like the plant to I dislike the plant.

The arrows in Figure 1 denote the functional relationships among the model’s variables (e.g., Disconfirmed Expectations predicts Satisfaction). The coefficients (like standardized regression coefficients in a multiple regression equation) are derived from a structural equation model, reflecting the influence one variable has on another. For example:

- The arrow from pre-purchase expectation to post-purchase perceived performance: The coefficient is positive 0.43. All other factors held constant, a positive/negative change in pre-purchase expectation is associated with a positive/negative change in post-purchase perceived performance. To generalize, raise consumers’ pre-purchase expectations for your product and they may be inclined to

believe your product performs better than they would otherwise.

- Pre-purchase expectations to satisfaction: The coefficient is positive 0.22. All other factors held constant, a positive/negative change in pre-purchase expectation is associated with a positive/negative change in satisfaction. This suggests raising consumers' pre-purchase expectations may positively impact satisfaction.
- Pre-purchase expectations to disconfirmed expectations: The coefficient is negative 0.25. All other factors held constant, a positive/negative change in pre-purchase expectation is associated with a negative/positive change in disconfirmed expectation. The study suggests raising consumers' pre-purchase expectations may lead to a negative change in disconfirmed expectations. Raise consumers' expectations and they may be more disappointed in the product's performance relative to what they expected.
- Post-purchase perceived performance to disconfirmed expectations: The coefficient is positive 0.18. All other factors held constant, a positive/negative change in post-purchase perceived performance leads to positive/negative change in disconfirmed expectation. Increasing consumers' perceptions of a product's perceived performance is associated with positively increasing their disconfirmed expectations. Consumers feel they are getting more than they bargained for.
- Post-purchase perceived performance to satisfaction: The coefficient is positive 0.27. All other factors held constant, a positive/negative change in post-purchase perceived performance leads to positive/negative changes in satisfaction.
- Disconfirmed expectation to satisfaction: The coefficient is positive 0.72. All other factors held constant, the more consumers' disconfirmed expectations increase/decrease, the more satisfaction increases/decreases.

In summary, you can readily see why this definition of satisfaction reflects a cognitive process. Consumers, consciously or subconsciously, compare expected vs. perceived product performance vis-a-vis relevant product attributes in determining their satisfaction with a product.

How to approach the satisfaction concept in applied research

For the reasons stated here, I do not recommend using the satisfaction scale in many cases because of the inherent ambiguity of the term satisfaction. Nevertheless, I encourage you to read Giese and Cote's (2002) article to learn about their recommended framework for measuring the satisfaction concept in case you have an appropriate application for this concept in the future. Consequently, my recommendations, in the context of understanding brand choice, are as follows: 1) recognize that brand decisions always have an emotional component; 2) consider the nature of the dependent variable you want to measure – often, measuring brand loyalty is more useful than measuring satisfaction; 3) use multi-item measures; and 4) conduct measurement validity and reliability tests of your survey measures. Some of these recommendations touch on complex issues that are beyond the scope of this article, so I provide references for the interested reader.

Brand decisions always have an emotional component. Over the past decade, neuroscience has discovered that all human decision-making, not just brand selection, involves emotions.¹⁴ Consider the neuroscientist Antonio Damasio and his patient "Elliot."

"Previously a successful businessman, Elliott underwent neurosurgery for a tumor and lost a part of his brain – the orbitofrontal cortex – that connects the frontal lobes with the emotions. He became a real-life Mr. Spock, devoid of emotion. But rather than this making him perfectly rational, he became paralyzed by every decision in life."¹⁵

David Eagleman, Guggenheim Fellow and Stanford University adjunct professor of neuroscience, recounts a similar story of Tammy Myers:

"...a former engineer who got into a motorcycle accident. The consequence was damage to her orbitofrontal cortex, the region just above the sockets of the eyes. This brain region is critical for integrating signals streaming in from her body – signals that tell the rest of the brain what state her body is in: hungry, nervous, excited, embarrassed, thirsty, joyful [i.e., her emotional state] Because she can no longer read her body's emotional summaries, decisions become incredibly difficult for her."¹⁶

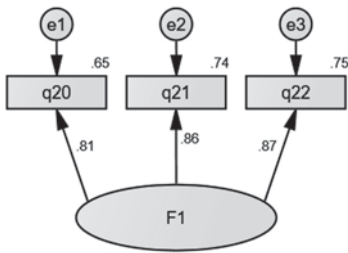
The implication of these findings is that any measure attempting to capture the intention of a consumer to purchase one brand over another should include at least one measure of emotion. For an example, see discussion below under "Use multi-item measures."

Consider the nature of the dependent variable you want to measure. Often, researchers want to know what predicts satisfaction – i.e., what brand performance ratings predict the satisfaction scale. In many cases, the better construct to predict is brand loyalty. This is because consumers do not always purchase a brand they have been satisfied with, for example, because their needs are changing (e.g., buy a minivan because of a growing family), they are in a better economic position to purchase a higher-quality product or perhaps they just want to try a different brand. Other measures you might consider that are better predictors of brand loyalty are the following: a brand I will not/will consider in the future; a brand I would not/would recommend; or, I consider myself not/very loyal toward this brand. Note that any measure of a loyalty concept should be measured with multi-item scales, as discussed next.

Use multi-item measures. The classic article to read about this topic is Gilbert A. Churchill Jr.'s 1979 *Journal of Marketing Research* article, "A paradigm for developing better measures of marketing constructs."¹⁷ For now, refer to Figure 2. In it, F_1 denotes the loyalty construct. It is measured by three items, one measuring a doctor's brand purchase intentions for a vaccine product (q_{20} – How likely are you to continue using Brand X over the next two years? Not at all likely/Very likely); a second measuring the likelihood a doctor would recommend the brand in the future (q_{21} – If asked by a colleague, I would not/would recommend this brand); and, a third measuring affect, using the scale anchors I have a neutral/positive feeling about this brand (q_{22}).

The arrows denote the relationship between the loyalty construct (F_1) the error variance terms (e_1 , e_2 and e_3) and the three measures. The variance in q_{20} , q_{21} and q_{22} is caused by F_1 and the error terms. The coefficients from F_1 to each of the questions reflect the strength of the association between the loyalty construct

Figure 2: A Multi-Item Measure of Loyalty taken from a Vaccine Brand Loyalty Study



q20: Purchase intentions (intended behavior)
 q21: Would recommend (contingent behavior)
 q22: Emotion (affect)

and the three multi-item measures. A coefficient is considered “good” if it is 0.70 or greater.

Why measure loyalty with three (or more) items vs. one? Churchill Jr. says:

“Multi-item measures have much to recommend them. First, individual items usually have considerable uniqueness or specificity in that each item tends to have only a low correlation with the attribute being measured and tends to relate to other attributes as well. Second, single items tend to categorize people into a relatively small number of groups. For example, a [7-point scale] can at most distinguish between seven levels of an attribute. Third, individual items typically have considerable measurement error; they produce unreliable responses in the sense that the same scale position is unlikely to be checked in successive administrations of an instrument.”

Consider the imprudence of using a single attribute rating to measure concepts such as loyalty or even “likelihood to recommend,” as discussed by Jacob Jacoby:

“How comfortable would we feel having our intelligence assessed on the basis of our response to a single question? Yet that’s exactly what we do in consumer research . . . The literature reveals hundreds of instances in which responses to a single question suffice to establish the person’s level on the variable of interest and then serves as the basis for extensive analysis and entire articles.

. . . Given the complexity of our subject matter, what makes us think we can use responses to a single item . . . as measures of these concepts, then relate these scores to a host of other variables, arrive at conclusions based on such an investigation, and get away calling what we have done ‘quality research?’”¹⁸

I highly recommend reading Churchill Jr.’s article because it gives you a framework for developing multi-item


scales and how to assess their validity.

Conduct measurement validity and reliability tests of your loyalty construct

Based on personal experience, if you are currently using the satisfaction scale and you want to switch over to a multi-item measure of a new dependent variable to take its place, test your new multi-item scale thoroughly before deploying it. I recommend the following: 1) use procedures outlined in the Giese and Cote article; conduct exploratory research to understand what emotions and cognitions are linked to your dependent variable, e.g., brand loyalty; 2) conduct quantitative testing of alternative multi-item measures of your dependent variable to assess their quality (refer to Churchill Jr.’s article on how to do this); 3) finally, repeat 1) and 2) periodically to assess the reliability of your multi-item scale over time.

Measure an ambiguous concept

The commonly used satisfaction scale defined at the beginning of this article seeks to measure an ambiguous concept. Different respondents interpret the term satisfaction differently. Respondents interpret the rating scale variously as reflecting an emotion, a cognition, different points in time or a different focus (e.g., expectations, product benefits, consumption experience).¹⁹

One may counter that marketing researchers use many terms in their surveys possessing various levels of ambiguity or vagueness – so what’s the big deal? As social scientists seeking truth, we need to be concerned with the accuracy and precision of the language we use in our questionnaires and the statistical models that are derived from them. We cannot eliminate ambiguity or vagueness from these terms but we can strive to reduce them. 

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••• user experience

Going beyond the tactical

Using UX research to help create new products and services

| By Michael Carlon



snapshot

User experience research is great for testing already-built solutions, the author says, but don't overlook its value in helping improve solutions that are in development.

I first started conducting user experience (UX) research back in 1997 while working for Modem Media, a digital ad agency. At that time, we were building some of the world's first consumer-facing websites (mobile was still far off) for clients such as AT&T, Delta Air Lines, Citibank and JCPenney. We also built and ran the first banner ads; yes, you can blame Modem Media for those. It was a great time to start a career and since a lot of what we were doing had never been done before, we learned a lot through trial and error.

Modem was also the first agency of its kind to have a full-service research department and in those days our clients entrusted us to do everything from needs assessment (what features should be included in a website) to concept development (which designs are most appealing and why) to usability testing (how well a website meets consumer needs and where opportunities are for optimization).

While I've worn many hats over the past two decades including client-side researcher and qualitative moderator, UX research remains at the center of my wheelhouse. These days, though, as a principal researcher, most of the UX projects I take on are very tactical, meaning a client has already identified a number of ways an existing site or mobile app can be changed and wants to test solutions that have already been built. While this tactical work is very rewarding, clients who only engage UX researchers to test solutions they've already developed are missing an opportunity to tap into our diverse skill sets and reap more value out of our relationship. Specifically, UX researchers can go beyond standard UX testing to help clients with needs identification, ideation and concept development.

Needs identification. Many UX researchers are trained in other aspects of consumer research and can apply both qualitative and quantitative methodologies to identify and prioritize needs around any given topic. For example, prior to beginning a development initiative on a new product, a client can choose to invest in some exploratory research



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to uncover the needs that end users would want met by the new tool (i.e., website or app) as well as how big those needs are. In the case of a redesign, we can explore how well an existing solution is meeting identified needs and whether any needs are not being met. This could provide important direction and prioritization for any design initiative – and some solutions may even be closer and less expensive than you think (see sidebar).

Ideation. Many UX researchers I know, myself included, are also trained in facilitating ideation sessions that can be used to craft early-stage solutions rooted in user needs and insights. Importantly, these are hands-on sessions where insights are presented and potential solutions are sketched/conceived by developers and designers using a structured approach to ideation. An external facilitator will bring an independent perspective to the session, allowing the presentation of alternate viewpoints amongst workshop members. Additionally, an outsider can help manage conflict that can arise when a diverse, passionate and opinionated team is assembled. Lastly, an independent facilitator will ensure that everyone has a say in the process and that no single viewpoint dominates the session.

Concept development. Once solutions are generated, UX researchers can employ a number of different qualitative and quantitative methods to explore the drivers of and barriers to appeal. Importantly, this type of development research should never be considered a beauty pageant where the goal is to pick a winner. To be most useful, this phase of work should not only explore which concepts are most desired by users but also dig into why. This research should also explore how each tested solution can be optimized so those lower performing ideas aren't thrown out with the bathwater.

Digital wallet case study

In the late 1990s this very process was employed for a large New York-based bank that had the idea of digitizing its credit cards as a security measure.

Using customer service data to uncover unmet needs

After my tenure at Modem Media I went to work for MasterCard. The team I was on was responsible for MasterCard.com and it was my responsibility to uncover areas of website optimization and to test the appeal of potential features as well as the user experience of those we brought to the site.

It was at MasterCard in 2000 where I learned how rich customer service data can be as a source for uncovering unmet needs and exploring satisfaction with a site feature. Working with our customer service group, I was able to organize customer service output from both our call centers and online servicing tool to see which areas of our site were leading to the most questions/complaints and what the nature of those questions/complaints were. This was an invaluable (and inexpensive) source of insight directing us to which areas of the site needed immediate attention. Further, as changes were implemented, we were able to track how the number of questions (or complaints) about different site features changed over time and use this as a key performance indicator of not only how successful a site update was but as an important metric for overall site satisfaction.

Through advances in text analytics, clients can inexpensively tap into customer service data as a means of uncovering user needs. Furthermore, the prevalence of review sites as well as ratings and reviews left in app stores and on blogs are additional sources of inexpensive insight that should serve as input into the needs identification process.

It sounds like a no-brainer now, when apps like Apple Pay and Samsung Pay are built right into our smartphones, but in the days before smartphones even existed we had a client that wanted to create a branded digital wallet for its customers. The research team at Modem Media was hired to conduct early-stage exploratory research to understand the viability of our client's idea and to understand what else consumers would like to see built into this service.

Our first step was to explore the

idea in traditional focus groups – at the end of the 1990s, online focus groups were all text-based and limited in their usefulness. The session began with a discussion around online payments in general and barriers consumers faced with e-commerce. Security and fraud were the biggest concerns and we learned that a tool that would alleviate fears around these two issues would be welcomed. We also ran an early-stage concept by group participants to see what they thought of the idea – it was a bit

ahead of its time so it didn't score all roses but there was enough enthusiasm and intrigue to pursue it further. We also explored what else could be built into the product to make it more valuable and learned that the ability to store multiple payment cards – not just our client's branded cards – was of significant interest.

Given our client was calling this a digital wallet, they also wanted to test the idea of letting users store other items found in physical wallets including insurance cards, a driver's license, Social Security card, etc. When we brought these features up in the discussion, we learned that consumers preferred that the client stick to their core competence (i.e., payment cards) and not, for lack of a better term, over-egg the omelet. These findings were confirmed in a follow-up round of quantitative research and our guidance helped prioritize development focus and prevent our client from building in features that weren't desired.

Once the proposition was finalized, my agency built a prototype that

we brought to consumers in a first round of user testing to get a read on how the tool might look and work. We were early enough in development that we could iterate designs between sessions so that the prototype was constantly being improved with user input. At the end of this phase, we had clear guidance on how to proceed with a build-out for the bank's digital wallet product.

Unfortunately, while we had a strong proposition and a solid path forward for development, our client could not secure the funding needed to build and launch the tool and the project was shelved. The dot-com bubble burst not long after and it was a long time before any of us would hear of a digital wallet. Today, though, whenever I use Apple Pay to make a purchase at a vending machine or retailer I think of that project and wonder how, if at all, that digital wallet idea that we tested in the 1990s may have impacted where digital wallets are today.

Already rooted in user needs

In summary, clients who engage UX researchers in needs identification, ideation and concept development will see that, once they eventually test the usability/acceptance of a new tool (i.e., website, mobile app, feature, etc.), they will be testing something that is already rooted in user needs and that has been optimized in exploratory rounds of research. While this adds both time and money to the process, investing in these learnings upfront will lead to more efficient post-launch development and may even save the organization some money in the process, as fewer changes may be required post-launch as users will be more satisfied with the solution. 📌

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••• customer experience

All things considered

Rethink the customer experience to drive brand growth

|By Fiona Blades



snapshot

Consumers interact with brands in multiple ways and it's important to take them all into consideration when assessing brand performance.

Everyone is talking about customer experience. But what do we mean by this? I expect it means different things to different people.

For many it is the experience people have with the brand's core product – driving the Mercedes-Benz, flying Delta, drinking a Pepsi, using an LG laundry machine. For others it is a direct interaction with the company – going into a bank's branch, using the mobile app, calling the call center or exploring the brand's website. At our firm, we believe the customer experience encompasses every single brand interaction, whether this is seeing a neighbor's Mercedes-Benz or noticing a poster featuring the latest model.

Mark Pritchard at Procter and Gamble recently described customer experience in this way: "What we think about is every aspect of the consumer experience and trying to make it better – the product, the package, the communication, the in-store, the online, the in-use, the after-use and how it all comes together."

And five years ago in an article in Harvard Business Review Keith Weed said: "Companies are increasingly enhancing the value of their products by creating customer experiences. Some deepen the customer relationship by leveraging what they know about a given customer to personalize offerings. Others focus on the breadth of the relationship by adding touchpoints. Our research shows that high-performing brands do both, providing what we call 'total experience.'"

In fact, we believe that the most important marketing metric will soon change from "share of wallet" or "share of voice" to "share of experience."

One of the quotes that inspired my perspective comes from advertising industry veteran Jeremy Bullmore: "People build brands like birds build nests, from scraps and straws they chance upon." Whether it is seeing the TV ad or reading a social post about a brand, each interaction builds the perception of the brand in someone's mind and each is part of that customer's experience.

Why is it important to take a broader definition of customer experience?



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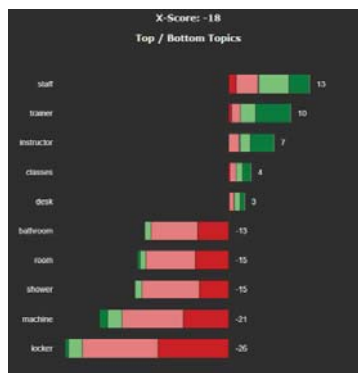
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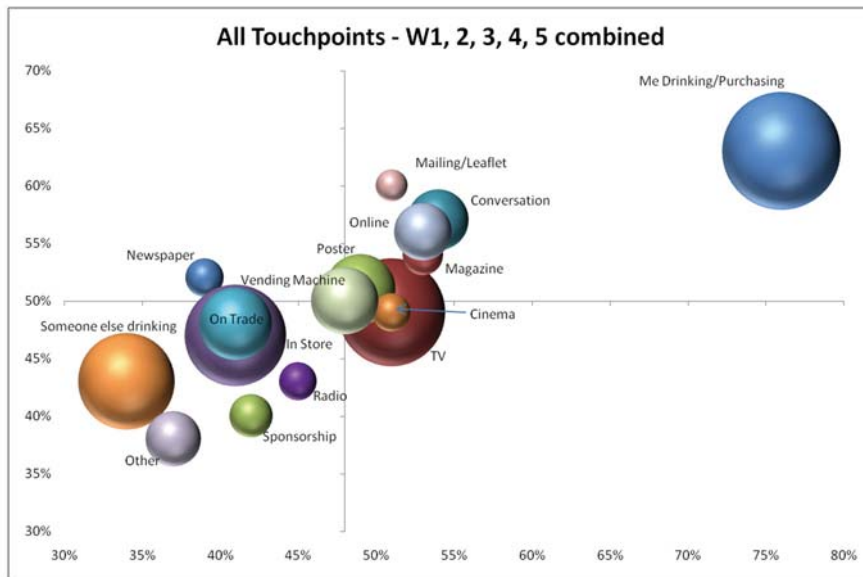


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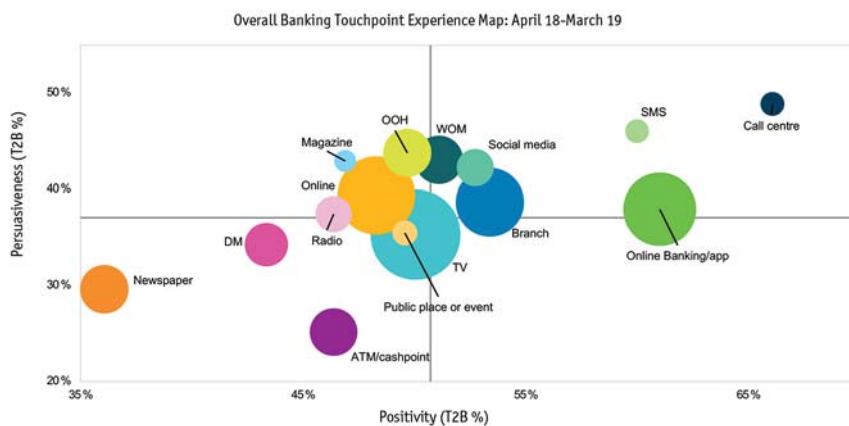
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Figure 1: Pepsi Touchpoints



Source: Current Brand Experience (Text Data)
Base: 21,877 texts

Figure 2: Retail Banking Touchpoints



Firstly, it is true that the core product experience is the most important and it is right for companies to focus on this, whether it is sitting on a stylish Made.com sofa or receiving a convenient Amazon delivery. In capturing every brand interaction in real-time, we invariably find that “Me Using/Drinking/Eating” is the most engaging experience and normally the one which makes people more likely to choose this brand in the future.

We have seen some exceptions. In Latin America, we saw that the emerging middle classes found the purchase experience for beverages

even more engaging and persuasive than the consumption experience. It was more exciting to go shopping in new retail outlets and choose brands which had been inaccessible previously than enjoying the drink at home.

So it is right that companies focus on all the aspects of the usage experience – the taste of the chocolate, the serve of the drink, the comfort of the airline seats and the quality of food offered on the plane – because these are at the heart of the customer experience and can make or break the brand.

Creating positive associations

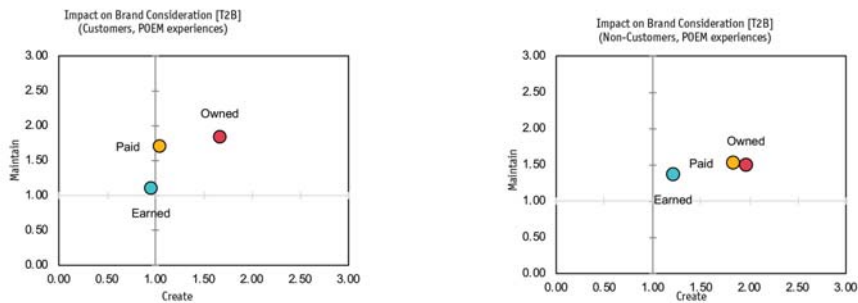
Over the last few years, as marketers, we have become much more adept at curating these experiences. We understand that we need to be creating positive associations around the usage experience, such as linking chocolate to Halloween treats and pairing alcoholic beverages with food on a menu. We know that an Uber experience at the end of an evening meeting friends is different from one picking up from an airport. Considering usage by occasion is vitally important. For LATAM Airlines we saw that, while it was normally the most preferred brand overall, there were certain occasions where competitors were being chosen instead. So even though, intuitively, brands understand the importance of occasions, brand trackers rarely dig down to this important level to diagnose where brands need to take action.

Most of us would define the customer experience as including those brand interactions where we come in touch with the company, speaking to the call center, using an app or going onto the website. These are normally the type of interactions where we get asked to report back on our experience. How likely would we be to recommend this to a friend (NPS) or how satisfied were we?

Again, at our firm, we find that these owned touchpoints are extremely important. After the actual usage experience, they are often the most powerful. In Figure 2 we can see the importance of online/banking apps, branches and call centers. A bank’s website is also a powerful touchpoint.

Normally these are proactively sought-out experiences, rather than passively-seen ads, so it should not be surprising that people feel strongly about these type of experiences – either positively or negatively. An emotional reaction to a brand experience is important to its impact. We have found that a positive experience usually has about three times the impact of a neutral one on brand consideration. And in some instances, a neutral experience erodes brand consideration. In Figure 3, for example, when we look at the impact of owned media for

Figure 3: Owned, Earned and Paid on Brand Consideration for Retail Banks



banking on brand consideration, we can see how important this is.

But why stop at owned-media experiences in defining the customer experience? It's just as important to consider how earned media fits into the picture. To measure the customer experience we often ask a question like "How likely would you be to recommend this to a friend?" but shouldn't you also look at whether people are talking about your brand?

Conversations tend to be polarizing. If a person initiates the conversation, they are likely to feel very positively or negatively about it. Whereas if someone else initiates the conversation, the response might be neutral. Conversations are more likely to be about the product experience than advertising but when advertising stimulates conversation it amplifies the campaign.

Social media is, of course, becoming increasingly important. But we spotted this trend back in 2007, when someone changed their Facebook status to "feeling very Bom Chicka Wah Wah!" after seeing the Lynx/Axe Bom Chicka Wah Wah campaign. We were evaluating the spread of word of mouth and it was four weeks after the start of the campaign that we saw the height of conversations. People were using the catchphrase, dancing in front of posters waiting for the school bus and annoying their dad with it when the TV ad came on.

But advertising has to be particularly distinctive (or disruptive) to be discussed in social media and the majority of campaigns we see attract relatively little buzz in spite of this being a brand objective.

However, beyond face-to-face conversations and social media chat, there is another very important "earned" experience: peer observation. We have noticed that seeing someone else using/eating/drinking the brand can make a significant difference to brand perception. This has been verified in the Journal of Retailing by Shane Baxendale.

Seeing a car on the road and seeing your neighbor's car are two of the most prevalent car brand experiences. Seeing a laundry machine in someone else's house is a very important touchpoint early in the purchase journey. When we evaluated the relaunch of Gatorade, repositioning from sports drink to sports nutrition, we saw the importance of experiential touchpoints like gyms, fitness centers and parks. One of the target audiences was particularly influenced by seeing others in the gym using the product.

We would urge marketers not simply to ask an NPS question but to measure who is recommending your brand, who is talking about your brand in what context and also how many people are being reached by others using your brand.

Vital driver

If we omit to see advertising as part of the customer experience, we miss the big picture! Paid media is a vital driver to owned media and is particularly important to attract new customers (see Figure 3).

It can help to shape the way your brand should be used/consumed. Think of the ways that Hellmann's mayonnaise advertised new ways to

use the brand. A series of sponsorship activities we evaluated for Cobra beer with Channel 4 helped people think beyond curry and Cobra.

But don't limit your thinking to your own marketing budget. We have found that retailer advertising can have an enormous impact on brands. LG Electronics understands that in some instances, retailer ads can be more engaging and persuasive than its own manufacturer ads. Understanding this complete picture can change investment decisions. When Pepsi asked our firm to see which touchpoints made people feel closer to the brand, we discovered that there were two: bars/restaurants/pubs and TV. However, Pepsi was not being advertised on TV; it was the KFC ad with Pepsi on the end shot that people were picking up. This was hardwiring Pepsi into an occasion! How many marketers are measuring the impact of retail ads featuring their brands? They don't even appear in a typical share-of-voice metric yet these experiences are profoundly impacting on your brand.

Structure around the customer

Finally, we would urge marketers to look through the customer's eyes. Many clients complain about silos and departments that are not connected. It is important to change this and structure around the customer. A good way to start is to understand the world from your customer's perspective. The way customers are coming into contact with your brand might surprise you. Most marketers can draw a pie chart of where they are spending their budget. But can you draw a pie chart of where people are experiencing your brand? Is seeing others using it 2% or 20% of experiences? Are these positive or negative experiences? Nowadays it is perfectly possible to answer these questions and to truly understand your customers' experience and it is imperative to do so. **11**

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•••customer satisfaction

What's the right mix?

How customer touchpoints interact to drive loyalty, satisfaction and revenue

| By Mike Grigsby



snapshot

A look at using simultaneous equation modeling to measure the impact of a retailer's marketing and experiential factors.

Which touchpoint brings the most impact on loyalty? Which channel brings the most impact on customer satisfaction? Which vehicle brings the most impact on units? That is, where should marketing managers put their money? Should they invest in direct mail or price? Should they put more emphasis on call center or on website or on store experiences? Do these decisions vary by segment?

This article presents a business case using a client that asked just these questions. The analytic approach is to first do a segmentation and then merge together point-of-sale (POS) data with marketing research. Then, using simultaneous equations, insights are generated differently by segment. That is, one segment increases loyalty when investments are made in the call center but another segment increases loyalty through more marketing communications and another segment increases loyalty with better net price.

The simultaneous equation approach models how satisfaction feeds into loyalty and how loyalty impacts units that drive revenue. This puts an ROI on each portfolio tactic.

The client

This business case came from a client wanting investment strategy in its portfolio of channel and marcomm touchpoints. The client is a specialty fashion retailer headquartered in the Midwest with over \$3.5 billion in annual revenue. It has 20,000 employees centered mostly in the northern U.S.

In terms of channels, it has a call center, an online presence and 1,400 brick-and-mortar stores. In terms of marcomm vehicles it used direct mail, e-mail and SMS. It has data both for sending and responding to marcomm. (Note: This project is about direct marketing and marketing touchpoints not about mass media or brand marketing.)

One key issue, as it often is in the retail space, was discounting. The client knew it discounted too much but did not have a way to optimize offers. The framework in this article attributed discounting to loyalty. Note that price sensitivity differs by segment,



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which is a key finding that yielded strategic implications.

Data

The current approach uses POS data merged to marketing research responses. This is not necessarily a requirement but if the goal is to get customers to rate experiences (store, web, call center) and rate marcomm, then some customer input is needed.

The marketing research needs to address factors of satisfaction and loyalty as well as channels – store and website and call center experience – as well as relevance and preference for marcomm, direct mail, e-mail and SMS. Most of these can be constructed using a Likert scale.

The POS data needs to be at least units and price (net of discounts). The key thing is to tie transactions to attitudes around channel experiences, satisfaction, etc.

Segmentation

The first strategic step is segmentation. The metrics to understand are loyalty, satisfaction and units. This model has loyalty as a factor of three survey questions: love of brand, likely to recommend and likely to revisit. Since this is the dimension of interest, these questions will not be segmenting variables. What should be used as segmenting variables will be those that cause the resulting loyalty; that is, satisfaction, store experiences, website experiences, call center experiences, price, number and type of marcomm.

The segmentation technique for this project is latent class. But for practical purposes any multivariate technique (k-means, support vector machine, etc.) should produce reasonable output.

Brief profile of the segments

A profile sketch (mean values by segment) of the segments is characterized in Table 1. Some of the distinguishing metrics are called out.

Segment 1 is the largest segment at 32% but only brings in 14% of the revenue. They are not loyal, have low satisfaction, bad call center experiences, good store experiences and are the next-to-most price sensitive.

Segment 2 is the most lucrative segment where 24% of the customers brings in 44% of total revenue. They are not price sensitive, are loyal, have high

Table 1: Segment KPIs

| | Segment 1 | Segment 2 | Segment 3 | Segment 4 | Segment 5 |
|-------------------|-----------|-----------|-----------|-----------|-----------|
| % of customers | 32% | 24% | 16% | 5% | 3% |
| % of revenue | 14% | 44% | 18% | 2% | 6% |
| Quantity | 8 | 29 | 21 | 10 | 34 |
| Net price | \$17.25 | \$19.87 | \$16.55 | \$13.22 | \$18.54 |
| Average revenue | \$138 | \$576.23 | \$347.55 | \$132.20 | \$630.36 |
| Total revenue | \$4,416 | \$13,830 | \$5,561 | \$661 | \$1,891 |
| Elasticity | 1.65 | 0.88 | 1.01 | 1.8 | 0.74 |
| Satisfaction | 3.87 | 6.04 | 5.99 | 5.22 | 6.88 |
| Call center exper | 1.22 | 5.01 | 3.88 | 1.87 | 2.22 |
| Website exper | 2.33 | 3.98 | 6.88 | 4.12 | 5.98 |
| Store exper | 4.87 | 5.14 | 5.35 | 3.11 | 4.99 |
| Sum expers | 12.29 | 20.17 | 22.1 | 14.32 | 20.07 |
| Loyalty score | 2.22 | 4.9 | 4.3 | 3.21 | 6.1 |

satisfaction and good store and call center experiences.

Segment 3 is mid-loyal but high satisfaction, good website and store experiences but average call center experiences. Marcomm is a good lever for this segment.

Segment 4 is next-to-least loyal and only brings in half of their fair share of revenue. They have bad touchpoints everywhere. Marcomm is not a lever for them.

Segment 5 is the most lucrative segment – best strategy is probably just continue doing the same! Three percent of the customers drive in twice their share of revenue. They use e-mail, are loyal, satisfied and least price sensitive.

Elasticity modeling

As mentioned, one key insight for the client is price sensitivity by segment. This was done through an elasticity-at-the-means OLS technique: Qty = f(price, marcomm, season, etc.).

One refinement could be elasticity by product by segment but for this project that was NOT done. That is, it's possible for a segment overall to be sensitive to price but for a particular product the segment might NOT be sensitive to price. The client needs strategic levers to optimize discount offers by segment and maybe by product.

Note from Table 1 that Segment 1 is the most price sensitive (elasticity of 1.65) and Segment 5 is the least price sen-

sitive (elasticity of 0.74). For more details on retail elasticity, see my article.¹

Simultaneous equations

There are several hypothesized equations in the causality exploration. The goal is to increase quantity sold, of course, by increasing loyalty and increasing satisfaction, via increasing touchpoint experiences, marcomm (as a factor), pricing, etc.

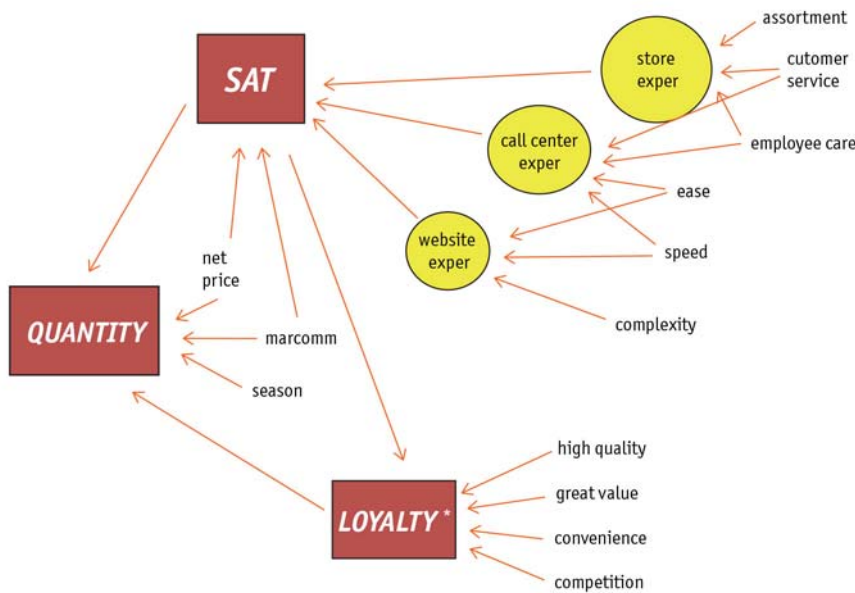
The solution to where to invest money comes in the simultaneous equation map. Below is the functional list of variables finally in each of the six equations (Figure 1 visualizes a variable map):

1. Quantity = f(satisfaction, loyalty*, net price, season, marcomm)
2. Satisfaction = f(net price, marcomm, store exper, call center exper, website exper)
3. Store exper = f(cust service, employee care, assortment)
4. Call center exper = f(cust svc, employee care, ease, speed)
5. Website exper = f(ease, speed, simplicity)
6. Loyalty* = f(satisfaction, high quality, great value, convenience, competition)

*Loyalty in this model is a factor, see below.

The model should find which levers provide the most impact to drive the metrics that increase units sold. That is, different segments have different

Figure 1: Simultaneous equation map



sensitivities which require different actions. Or the same action can have a different impact on different segments.

(But first, a quick detour for clarification. The technique used in this model is 3SLS, an econometric approach to simultaneous equations. This is different from SEM, structural equation modeling. It is true that different disciplines have unique jargon that can mean different things to another discipline. When psychometric or political science or even marketing researchers say SEM, they mean the covariant analysis of linear systems. This is the extremely powerful technique wherein both latent and blatant variables can be hypothesized, measured, used and quantified. That is NOT the technique here. 3SLS is an econometric technique where all the variables are blatant, i.e., observed. The only similarity between 3SLS and SEM is that more than one equation can be modeled simultaneously.)²

The experiences questionnaire

This model specifically accounts for experiences in the store, on the website and

from the call center. The survey questions address each of these areas, rolling up into factors called speed, ease and simplicity. Also included were dimensions of employee care, customer service and product assortment and style.

There can be a variety of questions to detail the touchpoint experiences. There should also be metrics around marcomm preferences (direct mail, e-mail and SMS). These should use relevance and overcommunication, etc.

Dimensions of high-quality, convenience, competition and great value are included. Dimensions of customer service, employee care, ease, speed and simplicity are also included.

The goal is to understand how different segments are differently sensitive to experiences. That is, one segment needs, say, better store or better website experiences (and the model may quantify these are mostly driven by customer service or employee care) than another segment in order to be loyal. Or one segment depends more on marcomm and net price for customer satisfaction. Again, that is the purpose

of the model: to quantify different drivers, ultimately by segment.

The model results

The journey is one of touchpoints. As customers have different experiences they have different levels of satisfaction. And loyalty. And quantity demanded. Again, for one segment, store experiences might be key and for another segment the website needs to be effective and efficient, simple and easy.

Table 2 shows simplified results of the website experience model, showing coefficients on the factors and means of the questions that made up the factors. Note that Segment 1 rates website experiences lowest overall at 2.33 (Table 1) and this score comes from the three factors: ease, speed and complexity. While Segment 1 rates speed lower than all other segments (at 3.8) the coefficient is next to lowest and thus is rather unimportant. This may indicate an investment in “speed” to improve website experiences for Segment 1 is not likely to be very impactful. However, “ease” is rated lowest as well at 3.1 but a very high coefficient of 2.65 might indicate an investment in “ease” will improve the website experience of Segment 1. So further investigation into what makes up “ease” and how to improve it could prove to be a smart strategy.

The store experience model is shown in Table 3. Looking at Segment 4 provides some important strategies – strategies that could not have been discovered unless a model like this was done. Segment 4 is one of the smaller segments but with the right strategies could increase quickly. They represent 5% of the customers but only bring in 2% of the revenue. In terms of store experiences, they rate it low (3.11 from Table 1).

How can this information be used to improve the store experiences which can improve satisfaction which can improve loyalty? Note the model indicates Segment 4 rates customer service next-to-

Table 2: Website experience

| WEB SITE EXPER | Segment 1 | | Segment 2 | | Segment 3 | | Segment 4 | | Segment 5 | |
|-------------------|-----------|------|-----------|------|-----------|------|-----------|------|-----------|------|
| | coeff | mean | coeff | mean | coeff | mean | coeff | mean | coeff | mean |
| Intercept | 0.01 | | -0.01 | | 0.01 | | -0.02 | | -0.01 | |
| Ease FACTOR | 2.65 | 3.1 | 1.94 | 4.9 | 2.03 | 5.5 | 2.91 | 3.8 | 1.2 | 5.6 |
| Speed FACTOR | 1.15 | 3.8 | 1.02 | 4.2 | 1.39 | 5.9 | 1.53 | 3.9 | 2.1 | 4.9 |
| Complexity FACTOR | -2.7 | 3.8 | -2 | 4.9 | -2.45 | 5.1 | -3.39 | 3.8 | -2.16 | 5.1 |

| STORE EXPER | Segment 1 | | Segment 2 | | Segment 3 | | Segment 4 | | Segment 5 | |
|--------------------|-----------|------|-----------|------|-----------|------|-----------|------|-----------|------|
| | coeff | mean | coeff | mean | coeff | mean | coeff | mean | coeff | mean |
| Intercept | -33 | | -28 | | -33 | | -41 | | -37.3 | |
| Assort/ style | 3.01 | 3 | 2.22 | 3.5 | 2.08 | 3.8 | 1.81 | 2.8 | 1.99 | 4.1 |
| Cust svc FACTOR | 3.55 | 6.2 | 3.02 | 6.5 | 3.54 | 6.2 | 4.18 | 5.8 | 4.13 | 5.1 |
| Employ care FACTOR | 2.01 | 3.1 | 2.51 | 2.1 | 3.59 | 2.4 | 4.8 | 3.1 | 3.26 | 4 |

| CALL CENTER EXPER | SEGMENT 1 | | Segment 2 | | Segment 3 | | Segment 4 | | Segment 5 | |
|--------------------|-----------|------|-----------|------|-----------|------|-----------|------|-----------|------|
| | coeff | mean | coeff | mean | coeff | mean | coeff | mean | coeff | mean |
| Intercept | -26.5 | | -28 | | -31 | | -25 | | -15 | |
| Cust svc FACTOR | 3.1 | 3.1 | 2.8 | 2.3 | 5.66 | 1.8 | 4.2 | 3.8 | 3.3 | 2.8 |
| Employ care FACTOR | 1.45 | 2.1 | 2.1 | 4.5 | 3.9 | 1.9 | 2.25 | 2.2 | 2.1 | 3.4 |
| Ease FACTOR | 4.1 | 3.1 | 2.9 | 4.9 | 3.7 | 4.1 | 2.1 | 2.3 | 1.1 | 2.9 |
| Speed FACTOR | 1.01 | 2.2 | 1.1 | 2.8 | 0.5 | 4.2 | 1 | 1.1 | 1.1 | 2.1 |

| SATISFACTION | Segment 1 | | Segment 2 | | Segment 3 | | Segment 4 | | Segment 5 | |
|-------------------|-----------|-------|-----------|-------|-----------|-------|-----------|-------|-----------|-------|
| | coeff | mean | coeff | mean | coeff | mean | coeff | mean | coeff | mean |
| Intercept | -45.45 | | -90.05 | | -95.35 | | -94.68 | | -69.05 | |
| Website exper | 4.55 | 2.33 | 3.1 | 3.98 | 3.75 | 6.88 | 4 | 4.12 | 0.55 | 5.98 |
| Store exper | 2.5 | 4.87 | 3.25 | 5.14 | 3.5 | 5.35 | 5.5 | 3.11 | 2.75 | 4.99 |
| Call center exper | 6.5 | 1.22 | 5.25 | 5.01 | 3.5 | 3.88 | 5.75 | 1.87 | 5.5 | 2.22 |
| Net price | 0.77 | 17.25 | 1.28 | 19.87 | 1.28 | 16.55 | 1.36 | 13.22 | 1.36 | 18.54 |
| Marcomm FACTOR | 3.67 | 0.575 | 1.25 | 6.29 | 2.75 | 5.08 | 6.75 | 4.99 | 5.5 | 2.56 |

lowest at 5.87 but the coefficient is 4.2 – the highest of all segments. This might lead the client to invest in improving customer service. This may require training employees in courtesies, conflict resolution or improved return policies, etc. This creates a business case in that if those metrics improve the impact on store experiences can be quantified which, as above, also drives satisfaction which also drives loyalty. Note a similar argument from employee care for Segment 4 is also done. While the mean is 3.1, which is average, again the coefficient is largest. The client can invest here with some confidence of improvement. Note that Segment 4 is NOT very loyal and a smart strategy is needed.

Now look at the call center model (Table 4) and focus on Segment 3. Recall from Table 1 that Segment 3 is 16% of the customers and brings in 18% of the revenue, clearly a segment to understand. Their loyalty and satisfaction scores are only average and they represent a large part of the client's

market so keeping them as customers is critical. Note that their call-center experiences are also average.

Explore what causes their call-center experience to be only average. They have the lowest “customer service” and “employee care” ratings but next to highest “ease” and highest “speed” factor. Look at their coefficients: highest “customer service” – apparently something critically important to them. And “employee care” is highest. The client needs to investigate improving “customer service” and “employee care.” Find ways to make this segment happier in terms of call center experiences. See below in the satisfaction and loyalty model; this will have a direct impact on increase these key metrics.

The satisfaction model (Table 5) is one of the key pieces of this analysis. Note that (from Figure 1) it is fed by the website, store and call-center experiences, marcomm and net price. (Seasonality is ignored in this simplified presentation.) Knowing how one

of these touchpoints impacts satisfaction can give strategies for improving satisfaction and these results can be quantified. A business case can be made that if effort is spent on improving, say, call-center experiences, that improvement can be estimated and the resulting increase in satisfaction can be predicted and this drives loyalty and this drives units which drives revenue.

How can satisfaction of, for example, Segment 1, the largest segment, be improved? (For ROI, of course, the cost must be considered.) This segment is sensitive to price (see Table 1) but very little marcomm is sent to them, at 0.58, and communication is somewhat important to them with a coefficient of 3.67. One simple strategy would be to offer them, via marcomm, lower prices though discounting. So, the costs would be lowering net price and sending more marcomm and the benefit would be improved satisfaction. This same analysis can be (and should be) done by segment to see where the biggest bang for the

| LOYALTY | Segment 1 | | Segment 2 | | Segment 3 | | Segment 4 | | Segment 5 | |
|--------------|-----------|------|-----------|------|-----------|------|-----------|------|-----------|------|
| | coeff | mean | coeff | mean | coeff | mean | coeff | mean | coeff | mean |
| Intercept | 51.3 | | -32.45 | | -29.07 | | -35.02 | | -97.14 | |
| High quality | 1.48 | 4.25 | 2.55 | 4.76 | 3.11 | 5.74 | 2.51 | 5.31 | 3.22 | 4.88 |
| Convenience | 4.9 | 0.25 | 0.24 | 5.89 | 1.54 | 2.56 | 4.77 | 1.54 | 4.37 | 5.51 |
| Competition | -19.62 | 4.5 | -1.88 | 0.75 | -21.05 | 1.25 | -5.02 | 2.74 | -5.15 | 1.64 |
| Great value | 5.41 | 2.5 | 1.07 | 2.54 | 3.14 | 4.21 | 3.07 | 5.07 | 5.65 | 5.74 |
| SATISFACTION | 4.9 | 3.87 | 3.75 | 6.04 | 4.11 | 5.99 | 2.97 | 5.22 | 5.74 | 6.88 |

| DEMAND | Segment 1 | | Segment 2 | | Segment 3 | | Segment 4 | | Segment 5 | |
|----------------|-----------|-------|-----------|-------|-----------|-------|-----------|-------|-----------|-------|
| | coeff | mean | coeff | mean | coeff | mean | coeff | mean | coeff | mean |
| Intercept | -14.98 | | -53.09 | | -24.24 | | -58.05 | | -29.6 | |
| SATISFACTION | 1.5 | 3.87 | 4.5 | 6.04 | 1.25 | 5.99 | 2.25 | 5.22 | 2.5 | 6.88 |
| LOYALTY | 0.25 | 2.22 | 0.25 | 4.9 | 0.75 | 4.3 | 3.75 | 3.21 | 2.75 | 6.1 |
| Marcomm FACTOR | 5.5 | 0.575 | 4.5 | 6.29 | 2.5 | 5.08 | 5.25 | 4.99 | 1.5 | 2.56 |
| Net price | 0.77 | 17.25 | 1.28 | 19.87 | 1.28 | 16.55 | 1.36 | 13.22 | 1.36 | 18.54 |

buck can be gained.

The loyalty equation is in Table 6. Note it is driven by four rational metrics perceived: high product quality, convenience to the store's location, amount of competition near the customer and perceived value. These survey questions were meant to get at both the rational and emotional (satisfaction metrics from experiences) side of loyalty.

The demand equation in Table 7 is the final piece of the puzzle, ultimately what every client is focused on: how to drive sales. Of course, there are multiple routes to driving sales and that is the point of this analysis. As mentioned, the insights come when realizing that one segment's route to increasing demand is different than another's.

The model in Table 7 shows that satisfaction is a strong route for Segment 2 (with a 4.50 coefficient) but not so strong for Segment 3 (with a 1.25 coefficient). Using the satisfaction lever means investigating the touchpoint experiences (see the website, store and call-center equation above) as well as net price (elasticity) and marcomm.

Likewise, loyalty drives a lot of units for Segment 4 (3.75) but much less so for Segment 1 (0.25). Therefore, more investigation needs to be on quality, convenience, competition and value, as well as satisfaction.

The above two equations were not only independent variables in the

demand model but also dependent variables in the own model. Thus, there is a staged impact that ultimately affects demand and that is the point.

Investigate and quantify

The value of this analysis is to investigate and quantify how different segments need different treatments to increase loyalty and satisfaction and sales. Tying marketing research into demand allows the interaction of operational and experiential touchpoints, as well as marketing levers like net price and marcom, to drive

insights into a holistic strategy. Hopefully this case study will inspire further research and further industry use. ¹¹

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gdcc.com

IHR RESEARCH GROUP

QUALITY MARKETING RESEARCH SINCE 1976

I/H/R Research Group

Founded 1976
Steve Clark, CEO



I/H/R Research Group specializes in providing the highest quality marketing research data collection using both traditional and online methodologies. Our experienced CATI team delivers representative best-in-class data across a variety of categories including consumer, political polling, CSAT, NPS, B2B, health care, tracking, multilingual, mixed-mode, qualitative recruiting and executive interviewing. Our state-of-the-art Las Vegas call center has 52 stations (expanding to 90) complete with live digital call monitoring/recording on all stations to ensure quality. We are experts in conducting low-incidence studies using pure probability RDD sampling to maximize representation and adhere to traditional AAPOR/government-based data collection standards. We offer fully TCPA-compliant wireless data collection and leverage top-quality sampling from sister company Scientific Telephone Samples to ensure representative sampling methodology. Our seasoned team, high quality standards and affordable CPI for both landline and wireless interviews distinguishes us from the rest. Contact us for a quote today.

Call Center 702-734-0757
Corporate Office/Sales 714-368-1884
ihr-research.com



Information Specialists Group

Founded 1993 | 12 management employees and capacity for up to 55 phone interviewers
Bob McGarry Jr., CEO

Information Specialists Group offers a complete range of research services, from consultation and customized study design to data collection, analysis and reporting – for



virtually any type or size of quantitative or qualitative study. Our in-house data collection capabilities include online programming and hosting, phone recruiting, phone surveying, phone recruit to web surveys and live intercept interviewing. Well-known for more than 25 years of experience reaching the hardest to find and hardest to engage B2B and B2C audiences, some industries we routinely serve include agriculture, financial services, health care, industrial manufacturing, legal and medical technology. Clients appreciate exceptional service and our turnkey ability to support critical decision-making with actionable intelligence.

Phone 800-279-5314 or 952-941-1600
isgmn.com



Interviewing Service of America LLC

Founded 1982 | 187 employees
Mike Halberstam, Chairman



Interviewing Service of America LLC, a member of the ISA Family of Companies (which also includes SoapBoxSample, Q-insights and icannmakeitbetter), has been conducting CATI interviews since 1982. ISA is known for its award-winning multicultural work and multi-mode capabilities. Recently ISA opened a TCPA-compliant 110-station call center in Las Vegas, bringing their total dialing capacity to 310 TCPA-compliant web-enabled CATI stations all located in the U.S. Combining deep research experience with the latest technology and forward-thinking approaches allows ISA to provide a positive client experience and high-quality deliverables.

Phone 818-989-1044
isacorp.com



QUICK | RELIABLE | CATI | DATA

IQR Limited

Founded 2017 | 150+ employees
Mark Domitrak, Managing Director

IQR provides you with data quicker so you can make decisions faster.

We specialize in computer-based telephone surveys (CATI), providing our clients with access to hard-to-reach audiences that other research approaches cannot deliver as accurately. Since October 2017 we have conducted 162,800+ CATI surveys across 140+ projects. We have an experienced leadership team and highly skilled workforce. Our center leaders have over 50 years of combined experience in delivering high-quality data to clients. Operating from our state-of-the-art facilities just outside of London, our extensive phone bank and skilled personnel allow our clients to be provided with results in a quick and timely manner.



Phone +44 (0)1582 957 955
iqr.co.uk



iResearch Services

Founded Feb. 2008 | 400+ employees
Yogesh Shah, CEO

We are a marketing-first agency with over 10 years' experience in thought leadership and content distribution. As a B2B research specialist iResearch Services



has developed multi-layered contacts with CXOs in 25 countries and 20 industry sectors. With a mission to exceed expectations and to deliver insightful, actionable research we have end-to-end thought leadership services – research advisory; survey and analysis; editorial and design; and distribution and lead generation. We help global brands build digital trust and boost business growth.

Phone +44 20-3965-6776
iresearchservices.com





Ironwood Insights Group, LLC

Founded 2017; 11 employees + call center
Brad Larson, Founder/CEO

Ironwood Insights Group leads the market research industry by offering a seamless integration of all research methodologies into one point of service. We assist corporate researchers, marketers, marketing research firms, consultants and others with high-quality telephone and multi-modal data collection services. Our call center uses the latest technology with cloud-based servers and dialers for increased production, quality and security. We are HIPAA-compliant and maintain strict security and confidentiality controls. Our full quantitative data collection services include consultation, questionnaire design, sample sourcing, survey fielding, data processing, data analysis and reporting. Our qualitative methodologies include traditional focus groups, online focus groups, online bulletin boards and in-depth interviews. As a smaller firm, we are dedicated to providing our clients the best research solutions at reasonable rates. Call or e-mail today for “insights that provide clarity and drive action.”



Phone 602-831-1973
ironwoodinsights.com



Issues and Answers Network Inc.

Founded 1988 - 500+ employees
Carla Lindemann, COO

Issues & Answers Network Inc. is an independent global marketing research firm providing services such as survey and sampling design, data collection (300 CATI stations in four U.S. call centers and 65 CATI stations in Europe), project management and data analysis. Our international network of reliable alliance partners extends our research capabilities to Africa, Asia, Central America, South America, Western Europe, Eastern Europe, the Pacific Rim and the Middle East. We also conduct online research as well as direct mail studies. We are the only focus group facility in the Virginia Beach area and we have two RIVA-trained on-staff moderators for all your qualitative research needs. A snapshot of industries includes: agriculture, alcoholic beverages, consumer durables, consumer packaged goods, financial services, insurance, pharmaceutical and travel/hospitality.



Phone 757-456-1100
issans.com



Just The Facts Inc.

Founded 1994
Bruce Tincknell, Managing Director



Telephone interview firms are not all the same! Some bids are very low and some are higher. How do you decide which to use – or is it just price? If you’re investing in research, a low price is of little value without extreme care, sound methodology and attention to detail. JTF Research asks key questions to ensure optimal results: what’s important about this research, its objectives, outcomes sought, how results will be used and much more. If your research partner doesn’t understand the critical nuances of your needs, low-price research is strategically costly. Conducting quality phone research means having a strategic partner to effectively navigate and manage your important assignments: developing an effective screener, survey, pre-testing, quality control, skilled B2C and B2B interviewers, IT support, data quality, analysis and reporting. Contact JTF for high-quality telephone interviewing with 30 years of actionable results!

Phone 847-506-0033
justthefacts.com



Logit Group Inc.

Founded 1997 | 250+
Sam Pisani, Managing Partner
Anthony Molinaro, Managing Partner



The Logit Group has call center locations across the globe including in Canada, the U.S., Europe and Asia. We routinely conduct studies in 40+ languages including Spanish, French, German, Mandarin, Cantonese, Hindi, Urdu and Punjabi. Logit offers both B2B and B2C interviewing with trained staff in a wide variety of verticals. Here are just a few of the types of studies we can help with: CSAT, brand awareness, polling, tracking, recruit-to-web and recruit-to-IDI.

Phone 1-866-84-LOGIT
logitgroup.com/cati-b2b/



Founded 1977 | 200+ employees
Roseanne Luth, CEO



Luth Research has been a market research leader since 1977 and continues to make groundbreaking advancements in next-generation customer intelligence. At our San Diego call center experienced interviewers specialize in connecting with general consumers, as well as health care, business and other hard-to-reach audiences. We're experts at conducting proprietary client sampling, purchasing lists and identifying specific audience characteristics. We also use our own SurveySavvy online research community to move beyond traditional approaches. This integrated multimode capability gives our clients exclusive access to web-to-phone recruitment. Our 180 computer-assisted telephone interviewing (CATI) stations operate 24 hours a day, seven days a week. Plus, clients can access real-time reports 24 hours a day and can download interviews via .wav files.

Phone 619-234-5884
luthresearch.com



The MSR Group

Founded 1994 | 165 employees
Don Beck, PhD, CEO

The MSR Group is a full-service research firm offering complete consumer and business-to-business research services. We are the only market research company in the



country using groundbreaking verbal and facial recognition AI technology to provide real-time CX feedback to managers on customer and employee sentiment. This provides a powerful new tool for improving coaching, training and ensuring business compliance. The MSR Group specializes in customer experience management, brand awareness, advertising and creative testing, along with a wide array of custom quantitative and qualitative project offerings. Our specifications include a 150-station CATI call center, web and IVR surveys, executive interviews and focus groups.

Phone 402-392-0755 or 800-737-0755
theMSRgroup.com





MURRAY HILL
NATIONAL

Murray Hill National

Founded 2013 | 22 employees
Susan Owens, COO

Clients trust Murray Hill National with thousands of studies per year as their research partner. In return, we deliver valuable solutions



and high quality recruitment for their consumer, health care, business-to-business and technology projects. For the last seven years Murray Hill National LLP, rebranded under new ownership, has advanced to one of the leading data collection and recruitment companies in the USA. Our teams are committed to tracking down your target audience. We provide high-quality recruitment for a multitude of industries, such as business-to-business, technology, health care and consumer projects. Our qualitative services extend far beyond the traditional focus group as indicated above. Our call center has 45 CATI stations where we conduct all of our telephone interviewing including qualitative, quantitative, phone to web or old-fashioned CATI. Call us today for your next project!

Phone 972-707-7645
murrayhillnational.com



Opinion Access LLC

Founded 1995 | 400+ employees
Lance Hoffman, EVP

Opinion Access (OA) has been delivering expert survey solutions through superior project management for over 20 years. Regarded as one of the leading companies in the industry, OA provides researchers and consultants with a one-stop shop for all data collection and data processing needs catering to social science, health care, political polling, CSAT and market research. Our domestic and nearshore CATI interviewing stations alongside our unique online surveying solutions, Opinion8, enable us to cater to clients with a wide range of varying budgets and goals. 100% web-enabled, we offer CATI and CATI over web from any of our interviewing stations along with programming and hosting for full-service or sample-only online studies. OA gets it done: anyone, anywhere, any way.



Phone 718-729-2728
opinionaccess.com



Partners & Schorr

Founded 1992 | 65 employees
John Delgado, CEO

Partners and JH Schorr Center of Marketing Research Resources provides the highest quality of data collection services for any project scope and methodology – telephone, online or in-person. We've completed more than 4,000 projects for clients in industries ranging from automotive and banking to health care and political polling.



Our clients enjoy a full range of data collection and field management solutions. Our fully supervised and continuously monitored data collection center includes 40 stations equipped with Confrimit software. We pride ourselves on delivering impeccable project management and customer service that results in the utmost in reliability, precision and results.

Phone 855-872-7002
partnersandschorr.com

perspective

research services

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 is a data collection and data processing specialist agency based in London offering international CATI via 80 calling stations from our central-London-based center. Last year, we delivered 70,000 B2B and 30,000 consumer telephone interviews across 72 countries in 26 languages. All projects stringently adhere to the Interviewer Quality Control Scheme (IQCS) and Perspective is 100% IQCS certified.

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



Precision Opinion Inc.

Founded 1996 | 925 employees
Matt McCoy, Senior Vice President



Precision Opinion Inc. has been the leader in quantitative market research data collection since 1996. Based out of Las Vegas, Precision Opinion houses a 650-seat CATI center that is optimized for the Voxco dialing platforms, along with multimode capabilities. Precision Opinion's specialties are in the world of, but not limited to, political and social science survey research. As a bespoke market research agency, Precision Opinion prides themselves on the ability to create done-for-you data collection and reporting capabilities. The company mission has been, and always will be, to become a partner in market research with clients and to uncover the insights that drive success. Contact Precision Opinion today to start the conversation.

Phone 702-483-4000
precisionopinion.com



Reconnaissance Market Research (ReconMR)

Founded 1995 | 1000+ employees
Lyle Durbin, CEO



Reconnaissance Market Research (ReconMR) specializes in telephone data collection for public opinion, political polling, social science, B2B and consumer opinion surveys. We have over 20 years of experience delivering high-quality, representative data and results. We conduct survey research via 525 TCPA-compliant U.S. CATI stations in San Marcos, Houston, Bryan and San Antonio, Texas. Platforms include Voxco and WinQuery, using state-of-the-art telephony and networking. Our team includes 1,000+ professionally trained interviewers including bilingual staff. ReconMR's sister company, CRI, is MBE- and HUB-certified. Our partners include government agencies, universities, academic survey centers, media, political pollsters, public policy researchers, social scientists, transportation, utilities and health care organizations.

Phone 512-757-8116
reconmr.com

Reconnect Research

Founded 2013 | 20 employees including
Contractors
Scott Richards, CEO

Redirected
Inbound Call
Sampling (RICS)
is a new tele-
phone survey
sampling para-
digm – one that is
highly accurate,
low cost and fast.



Rigorous aca-
demic testing has
shown that the RICS sample and data
quality is as good, if not better, when
compared with expensive probability
phone surveys conducted for federal
government agencies that rely heavily
on accuracy as seen in Public Opinion
Quarterly: <http://bit.ly/33MIxx>. RICS
works like this: every day, millions
of ordinary people make calls that
don't connect to their intended party.
Instead of hearing the message, "Your
call cannot be completed as dialed,"
RICS invites callers to take an auto-
mated survey – about one in 15 callers
will complete a three-to-five-minute
survey! For surveys requiring a live
interviewer, RICS screens and connects
eligible callers to live interviewers,
reducing the cost of completing surveys
by about 50%. To further discuss, here
is my calendar: [https://calendly.com/
reconnectresearch/30min](https://calendly.com/reconnectresearch/30min)

Phone 310-613-8686
ReconnectResearch.com



Schlesinger Group

Founded 1966 | circa 600 employees
Steve Schlesinger, CEO



Schlesinger is a leading international
data collection provider. Our telephone
interviewing approaches for diverse
and high-quality interactions include
telephone interviews, tele-depth

interviews, webcam TDIs, web-assisted
telephone interviews and telephone
pre-tests. Schlesinger Global supports
worldwide telephone studies with one
dedicated contact. Working in partner-
ship with you, we provide a consulta-
tive and collaborative approach to pro-
ject management and apply intelligent
solutions to meet recruitment needs
for business professionals, health care
professionals, consumers and hard-to-
reach groups, ensuring recruitment is
optimized for your chosen method. We
have vast experience with both ad hoc
and continuous studies and our services
are customized for end-to-end project
management or à la carte support.

Phone +1 617-542-5500
SchlesingerGroup.com



SIS International Research

Founded 1984 | 75 employees
Ruth Stanat, CEO

SIS International Research is a leading market research and strategy research company. We conduct CATI interviewing, telephone depth interviews (TDIs), key opinion leader interviews, mys-



tery shopping and telephone surveys. We provide multilingual interviewing in English, Spanish, Mandarin, Japanese, German, French and many other languages. SIS has a vast national and global database of consumer, B2B, industrial, health care and automotive respondents. We also conduct surveys with low-incidence and hard-to-reach audiences. Because of our global scale, multilingual resources and access to respondents, we provide cost-effective qualitative and quantitative telephone interviewing solutions. Uniquely, we have a strategy research group that does high-level B2B interviewing, market opportunity research and competitive intelligence. Our solutions include customer satisfaction, pricing research, product comparison research, customer service experience research, new concept research and qualitative interviews. Our coverage is nationwide and worldwide. SIS also has global call centers in New York and London.

Phone 212-505-6805
sisinternational.com



SERVICE 800 Inc.

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

For 30 years and in 30 languages, SERVICE 800's professional telephone interviews have been producing customer insights that drive impactful actions. Never outsourcing, SERVICE 800 continues to deliver its trained and tenured interviewers to follow up with customers within minutes or hours of

service experiences, or with executives on regular intervals. SERVICE 800 excels in its hit rates and completions. Its ability to combine phone studies with other methods such as e-mail, web, IVR and survey-to-text keeps accuracy and value high. Low-cost provider. Results in days.

Phone 800-475-3747 or 952-475-3747
service800.com



Telepoll

we dig  your data™

Telepoll Market Research

Founded 1990 | 75 employees
Christine Schmakies, Director of Operations

Dial It Up! Telepoll Market Research is a dedicated 60-station telephone data collection firm. With 29 years of experience, our proven and proprietary data collection methods are second to none.



We've managed virtually every type of research. Telepoll's satisfied clients include financial services and retail companies, marketing and brand management firms, groups, associations, political parties and governments. From customer satisfaction to challenging C-level studies, Telepoll tailors itself to each and every client, their respective campaigns and delivers even on the most complex and unique projects. Telepoll proactively manages and delivers projects with quality and precise data.

Phone 416-977-0608, ext. 222
telepoll.net



Voxco Survey Software

Founded 1976
Vincent Auger, VP of Sales

Voxco Survey Software is crafted for (and by) market researchers. It provides organizations with robust options to collect survey data any time, any place, by device-responsive online surveys, over-the-phone interviews (CATI, IVR and dialers) or face-to-face mobile



offline surveys. Founded over 25 years ago, Voxco works with clients in over 30 countries.

Phone 514-861-9255
voxco.com

Q

Names of Note

In Memoriam...

■ **Carl Block**, co-founder of marketing research company *Marketeam Associates* in St. Louis, Mo., died on August 3 at age 83.

■ *SurveyMonkey* has added three to its executive team: **DuVal Hicks** as vice president of sales operations; **Lara Sasken Lindenbaum** as vice president of communications; and **Denis Scott** as vice president of growth marketing.

■ Marketing research firm *Open Mind Strategy* has named **Allison O'Keefe Wright** as company president. **Lianna Willoughby** has also been promoted to senior vice president, managing director.

■ Researcher *RealityMine* announced five new hires within its Manchester team: **Samuel Clark** and **Daniel Farrell** as project managers; **Dean Robinson** as data products engineer; **Usman Atlaf** as data engineer; and **Dillon Massey** as junior software engineer.

■ *The Logit Group*, a market research firm headquartered in Toronto, has added **Brendan Sammon** as vice president of client development.

■ *SurveyMonkey* announced that **Eric Johnson** has joined the company as chief information officer. Johnson will oversee *SurveyMonkey's* information technology capabilities and will

also head initiatives such as security, data infrastructure and business intelligence.

■ Canada-based research firm *Leger* has named **Luc Brousseau** as vice president of *Leger Digital*.



Brousseau

■ *Ellucian*, a software provider for higher education facilities, has appointed **Asim Zaheer** as its new chief marketing officer.

■ Marketing consultant *KJT Group* added **Pete Kuz**, vice president, consulting services; **Keith Schoonover**, vice president, research; and **Scott Kirklin**, director, qualitative research.



Mann

■ New Hope, Pa., health care consulting and research firm *RG+A* has named **Carol Mann** as chief executive officer and **Martin Jernigan** as president and chief operating officer.



Jernigan

■ Technology provider *Cint* announced that as part of its acquisition of 100% of *P2Sample*, a U.S.-based market researcher, *P2Sample's* CEO **Mathijs de Jong** and COO **Janna de Bruijne** will remain in the company in senior leadership roles in the combined entity.

■ **Su Duff** is joining *Wide Eye Media* as the company's marketing and research

director working across both *Wide Eye Media* and *Wide Eye Outdoor*.

■ **Eduardo Luz**, chief marketing officer for *Kraft Heinz*, has left the company. **Adam Butler**, the company's president of beverages, snacks and desserts, has taken over *Luz's* responsibilities on an interim basis.

■ Research company *Delineate* has hired three at its London headquarters: **Geoff Baker** as account director; **Josh Green** as research manager; and **George Harwood** as business development manager.

■ U.K.-based consumer insights agency *Join the Dots* has made multiple appointments. In the U.S., **Natasha Trever** joins as a research manager, while **Emma Kirk** will relocate from the U.K. to take



Kirk

up a new role as an associate director. At the U.K. head office, **Vicki Kateley** will replace *Kirk* as a business development manager. The company has also bolstered its social intelligence team to include **Will Jakaitis**, **Hannah Lendrum** and new hire **Claire Powell** as social intelligence manager.

■ B2B marketing platform *Selling Simplified Group Inc.* has appointed **Sung-il Kim** as managing director for its new Korea location.

■ Researcher *Maru/Matchbox* has hired **Abigail Aufgang** as vice president, innovations and solutions. *Aufgang* is based in the firm's New York office.

■ *Y Analytics* announced two new hires. **Diane Mak** has joined as senior director of impact solutions, and **David Frank** has joined as managing



www.quirks.com/articles/2019/20191014.aspx

director of client service and product development.

■ Stockholm-based technology provider *Cint* has appointed **Nicholas Antram** as SVP of Asia, based out of the company's Tokyo office.



Antram

■ Former *Twitch* chief marketing officer **Kate Jhaveri** joins the *National Basketball Association* as CMO.

■ Media technology firm *ICX Media* has added **Serge Matta** as president and chief executive officer. The company also closed \$6.6 million in financing led by Boston-based venture fund *PJC*.

■ **David W. Almy** is leaving the *Insights Association* after more than nine years as CEO of IA and the Marketing Research Association. IA will recognize Almy's contributions at its Corporate Researchers Conference in October.

■ Robotics company *GreyOrange* has hired **Terrie O'Hanlon** as chief marketing officer.

■ IT company *Winning Technologies* added **Sheridan Mate** as the company's new marketing assistant. Mate will help *Winning Technologies* advance marketing efforts and improve administrative processes.

■ Analytics platform *Mouseflow* has appointed **Mikkel Wakefield** as its new CEO.

■ Livonia, Mich.-based research firm *Escalent* (formerly Market Strategies International-Morpac) has named **Stan Stec** as its chief financial officer.

■ New York-based *Comcast Advertising*, the advertising arm of Comcast Cable, has tapped **Joel Armijo** as senior vice president and chief financial officer.

■ **Steve Perrone** has joined Canada-based researcher *Leger* as chief technology officer. He will oversee the technological development of *Leger's* three digital divisions: *Leger Opinion*, *Leger Metrics* and *Leger Community*.

■ Research firm *Savanta* has named **Stephanie Johnson** as a director on the commercial team. Joining her in New York City are **Carrie Condino**, senior consultant; **Daniel Garcia**, senior consultant; **Kiera Berman**, consultant; and **Christopher Eckhoff**, account manager.

■ Atlanta research firm *CMI* has promoted **Will Leopold** to head of life sciences and director of client engagement.



Leopold

■ *L'Oréal* appointed **Shane Wolf** as president of the its professional products division's global marketing for U.S. brands. In this position, Wolf's duties will expand to oversee *Matrix* and *Biologie* as part of a newly formed global marketing group across U.S. brands.

■ *MarketCast Group*, a research company headquartered in Los Angeles, announced that CEO **Henry Shapiro** will assume the role of chairman, while **John Batter** joins as CEO.

■ *Oncology Analytics* announced that **David Fusari** has joined the company as its chief technology officer.

■ *IRI*, Chicago, added **Mike Eklund** as chief financial officer and **Evan Swidler**

as chief human resources officer. Additionally, **Carrie Shea** joined the company as managing partner of growth consulting for *IRI Strategic Analytics*.

■ Researcher *Magid* added **Steve Flynn** as senior vice president, based in Atlanta.

■ Market researcher *MetrixLab* has appointed **Kevin Moran** as president and managing director of its U.S. branch.

■ *MetrixLab* has appointed **Thijs Elias** as its new CEO. The role has been managed on an interim basis since the start of the year by **Scott Ernst**, representative executive officer and global CEO at *Macromill Inc.*



Elias

■ Research and consulting firm *Ipsos* added **Chris Murphy** as the new leader of its market and brand strategy businesses. Murphy will focus on product development and activation.

■ *Ticketmaster* named **Kathryn Frederick** as chief marketing officer, leading the company's marketing and insights teams. *Ticketmaster* has also added **David Eisenberg** as vice president of partnership marketing and **Andrew Samson** as vice president of brand marketing.

■ Marketing and advertising firm 605 announced the addition of **Tom O'Sullivan** as vice president of sales.

■ *RealityMine*, a marketing technology company in the U.K., has added **Sarah Davis** as panelist experience program manager, based in the company's headquarters in Manchester. Davis will be responsible for designing and deliver-

ing RealityMine's best practice panel experience strategy, which involves working with clients, project managers and the internal technology team.

■ Insights platform *UserTesting* has opened its first international office located in Edinburgh, Scotland. **Bruce Hunter** joins the new office as regional vice president.

■ Research & Marketing Strategies Inc. added **Michael Walls** as research and marketing strategies administrative associate.



Walls

■ Customer experience provider *Majorel* appointed **Shyan Mukerjee** as chief digital and transformation officer.

■ *MMR Research Associates* has added **Michele Johnson** as vice president, client relationships.

■ Insight software company *FocusVision* announced that **Henry Harbury** has joined the company as chief product and technology officer.

■ European data collection company *Norstat* has named **Jacob Lagerstedt** as managing director for *Norstat International*. *Norstat International* is an independent department with the responsibility for clients and business development in *Norstat's* overseas markets.

■ Watertown, Mass., research firm *In-Crowd Inc.* announced that **Daniel S. Fitzgerald** has been named CEO and president. *Fitzgerald* was most recently a senior executive at *Reimagine Holdings Group* (now *Dynata*) and *Light-speed* and *Global Market Insite Inc.* (now *Kantar*).

■ San Francisco-based *Healthline Media*, publisher of consumer health and wellness information sites, has appointed **Laurie Dewan** as vice president of consumer insights. *Dewan* is responsible for building a new customer insights and analytics function at the company.

■ Research technology firm *Confirmat* has promoted **Chris Brown** to vice president global CX consulting.

■ *Uber* has tapped **Thomas Ranese** as vice president of global marketing.

■ Insights firm *Maru/Matchbox* appointed **Rich Durante** as managing director of pharmaceuticals and medicines. He will be based in Boston.



Durante

■ Insight firm *Directions* announced the election of **Tim Laake** and **Carley Metsker** to its board of directors. *Laake* serves as chief marketing officer of *Directions*, and *Metsker* serves as vice president, client service.

■ Marketing researcher *MMR Research Associates* added **Paul Neuzil** and **Brea Wagner** as vice president, client relationships; and manager, client services, respectively.

■ Decision analyst company *Symmetric* has promoted **Ellen Pieper** from senior vice president to chief revenue officer. *Pieper* will be responsible for client strategy as well as revenue management and forecasting.

■ *Netflix* tapped former *BBC Studios* exec **Jackie Lee-Joe** as chief marketing officer.

■ Financial services provider *TIAA* added **Sanjay Gupta** as chief customer officer of *TIAA Financial Solutions*. *Gupta* will direct a new customer experience approach and oversee marketing and communications for the company.

■ *Escalent*, a Michigan-headquartered market researcher, has promoted **Mark Carpenter** from research director to joint managing director of its European office based in Surrey, England.

■ *Glasswall Solutions* announced that **Zane Rathwick** has joined the company as vice president of marketing and communications.

■ *Kia* added former *Mazda* exec **Russell Wager** as director of marketing with the possibility of becoming vice president of marketing.

■ Private investment firm *ITWP*, parent company of *Toluna*, *Harris Interactive Europe* and *KuRunData*, announced the addition of **Michele Morelli** as senior vice president of global marketing strategy, along with the promotions of **Tsahi Ben-Yosef** to senior vice president of product innovation and **Mathilde Lelievre** to executive vice president of global operations.

■ Sign franchise *Signarama* announced the addition of **Kristin Gallucci** as director of marketing. *Gallucci* will oversee all brand and digital strategy.

■ Cincinnati-based *MarketVision Research* hired four new research assistants: **Grace Hoffman**, **Lexi Gelinas**, **Noah Peterson** and **Sarah Craig**. Additionally, **Abby Miller**, **Meredith Divine** and **Emily Reynolds** have been promoted to research director, research associate and research manager, respectively.

■ *Aimpoint Research*, Columbus, Ohio, has named **Mark Purdy** vice president.

■ The *Market Research Society* of India has elected its managing committee for 2019-2021. The new committee members are: **Ankita Dhanuka**, Robas Research; **Ashutosh Singh**, Internet Research Bureau; **Ashwani Kukreja**, Tata Sky; **Derrick Gray**, BARC; **K. Vinay Kumar**, Datawise Management; **Manish Makhijani**, Hindustan Unilever; **N.P. Sathyamurthy**, MRUC; **Paru Minocha**, Kantar IMRB; **Praveen Nijhara**, Hansa Research; **Pravin Shekar**, Krea; **Priya Lobo**, Ormax; **Rashesh Rawal**, Azure Knowledge; **Sandeep Arora**, Datamatics; **Sanjay Pal**, The Nielsen Company; **Saurin Shah**, Godrej CPL; **Shaveta Bhardwaj**, Kantar Millward Brown; **Shelley Sengupta**, Diageo; **Sunder Muthuraman**, Kantar Analytics; **Tomson J. Thundathil**, the Malayala Manorama; and **Vivek Gupta**, Ipsos. In addition, the newly elected managing committee, at its first meeting, elected **Sandeep Arora**, executive vice president and global head – research and analytics solutions, *Datamatics Global Services*, as the new president.

■ **Lisa Hoefling** has joined *Opinions Ltd.*, Chagrin Falls, Ohio, as project manager.

■ The *Wendy's Co.* has promoted **Carl Loredano** to CMO. He has been with Wendy's since 2016 in the role of vice president of brand marketing.

■ **Alyssa Hayes** has been named vice president of data and consumer insights for Chicago-based research firm *Curion*.

■ *Beats by Dr. Dre* has named **Chris Thorne** as its CMO.

■ Insight firm *The Pineapple Lounge* has appointed **Aaron Thomas** as VP of strategy in its U.S. office in Brooklyn, N.Y.

■ Research firm *GfK* has named **Eric Wagatha** to head its consumer life team in North America, giving him oversight of client service, product development and thought leadership.

■ Research firm *Schlesinger Group* has named **Chawntae Applegate**, senior vice president, client solutions and **Alexis Mangan** and **Amanda Karp** as vice presidents.

■ **Alyssa Hayes** has been named vice president of data and consumer insights for Chicago-based research firm *Curion*.

■ *ITWP*, parent company of Toluna, Harris Interactive Europe and KuRunData, announced the appointments of **Phil Ahad** as chief digital officer; **Pierre Camagne** as chief financial and operations officer; and **Michaël Masset** as chief human resources officer.

■ Research company *MESH Experience* has added **Dana DiGregorio** as managing director leading the U.S. unit for vertical subscription studies. Initially, DiGregorio will be working with the team in North America to extend the U.K. Retail Banking Study to the North American market.

■ *Kelton Global* has added **Amy Rogoff Dunn** as partner, insights and strategy. Based in Kelton's New York office, Dunn's role will focus on expanding the company's brand strategy and insights capabilities.



Ahad



Masset

■ *LJF Marketing*, The Woodlands, Texas, has added **Madeleine Nutt** as a summer intern. Marketing research will be among Nutt's responsibilities.

■ **Trevor Fenwick**, co-founder and executive chairman of marketing research company *Euromonitor*, has been appointed as the new master of the London-based Stationers' Company.

■ *Burke, Inc.* announced that **Tara Marrotti**, senior vice president and head of client services, has been appointed to the role of chief client officer.

■ Online market research panel *Op4G* added **Rafael Gonzalez** as senior director of client development based in the Fairfield, Conn., office.

■ **Ed Sugar** joined marketing research firm *SLRG* as senior strategist.

■ The *Marketing Research Education Foundation* added **Andra Davidson** as executive director.

■ Mergers and acquisitions advisory firm *Grace Blue* hired two new directors. **Mary Gallic** and **Ann Zagaroli** will support the firm's growth in data analytics, among other areas.

■ Sample provider *Lucid* appointed **Bridget Bidlack** as senior vice president, product.

■ Insight firm *Maru/Matchbox* added **Jonathan Stinnett**, who will join the company's New York office as president of consumer technology, media and entertainment.



Bidlack

Q

Research Industry News

Acquisitions/transactions

■ Belgium-based research agency **Kynetec b2** has acquired **JTL**, a Belgium-based CATI call center, along with JTL's team of around 30 interviewers. The JTL unit will support interviewing for specialist B2C audiences as well as providing additional interviewing capacity for the Kynetec Group's agriculture and animal health markets. The call center will remain an independent unit and will continue to provide CATI services to other market research agencies.

■ Shelton, Conn., firm **TABS Analytics** has acquired **Decision Insight**, a Kansas City, Mo., shopper marketing research and analytics firm. TABS will enhance its current service offerings with the integration of the Decision Insight SimuShop virtual shopping platform, providing research across food and beverage, pet needs, household goods, durables, toys and gaming, pharmaceutical, alcoholic beverage and restaurant categories.

■ Stephen Bairfelt and Trevor Wilkinson, owners of London-based research company **Purple MR**, have taken a majority stake in data collection company **Prevision Research**. Bob Qureshi, co-owner and managing partner of i-View London, Leeds and Warsaw and

a director of the Research Club, will join the board.

■ Consumer credit reporting agency **TransUnion** has acquired marketing technology company **TruSignal Inc.**, which uses an audience-building platform to provide predictive scoring powered by artificial intelligence, making big data available and actionable for one-to-one addressable marketing.

■ **Pivoton Capital**, a private investment firm, has completed a transaction to recapitalize and provide growth equity capital to **Voxco Survey Software**. Sumit Aneja, managing partner of Pivoton Capital, assumes the role of CEO at Voxco. Founder Raymond Cyr remains in the interim as an advisor to assist with the transition.

■ Reston, Va.-based **Comscore Inc.** has entered into a definitive agreement with an institutional investor that secures an initial investment in Comscore's common stock of approximately \$20 million, with the potential to increase to approximately \$50 million within 12 months in certain circumstances. The transaction is anticipated to close on or about June 26, subject to customary closing conditions.

■ Insight agency **InSites Consulting** announced its acquisition of online insight community firm **Join the Dots**. Former Join the Dots leadership team members will join as shareholders and also take leadership roles. Quentin Ashby, Join the Dots CEO, joins the board of directors and the executive committee. Graeme Lawrence, chief client officer at Join the Dots, joins InSites Consulting's group of global account management. Join the Dots divisional director Andy Cumming becomes managing director of the Manchester office. Andy Buckley, innovation director at Join the Dots, will supervise the global client

solutions portfolio. Pauline Reeves, CFO at Join the Dots, will take on the responsibility of global head of finance and accounting.

■ Marketing services firm **LRW Group** has acquired **Greenberg Strategy**, a Bay Area research and strategy consultancy. Greenberg joins LRW Group under the name LRWGreenberg.

■ **WPP** agreed to sell 60% of Kantar to **Bain Capital**. The proposed transaction values the whole of Kantar at a headline enterprise value of \$4 billion and is expected to be completed before the end of the first quarter of 2020.

■ **Dentsu Aegis Network**, a marketing communications company, has acquired a majority stake in India-based analytics company **Ugam**. Ugam will join **Merkle**, a marketing agency and part of Dentsu Aegis Network.

■ London researcher **Savanta** has acquired **ComRes**, a London-based research consultancy.

■ Technology provider **Cint** announced its acquisition of 100% of **P2Sample**, a U.S.-based market researcher. P2Sample's CEO Mathijs de Jong and COO Janna de Bruijne will remain in the company in senior leadership roles in the combined entity.

Alliances/strategic partnerships

■ Plano, Texas, data services firm **Dynata** has formed a strategic partnership with audience technology platform **Eyeota** to offer global B2B and consumer audiences at scale. The Dynata audiences can be accessed through the Eyeota Audience Marketplace and are initially available throughout the U.S., U.K. and Australia. The data sets include B2B decision makers and a variety of consumer demographics.



■ Philadelphia-based media and entertainment company **Entercom** and **Nielsen**, New York, have announced a multi-year strategic agreement for a suite of measurement tools aimed at enhancing Entercom's data-driven capabilities for advertisers. As part of the agreement, Entercom will enhance its portfolio of Nielsen tools with new products.

■ Consumer science company **Nepa** and consumer engagement firm **Touch-A-Prize** have formed a partnership to provide data and analytics to enhance the customer experience for Touch-A-Prize sports team, venue and retail clients. The agreement includes team and venue events where the two companies will capture insights into customers and the customer experience.

■ Miami Beach, Fla.-based company **eCGlobal Research Solutions**, in partnership with audience measurement firm **Immetrica**, has launched All-dience, a solution that uses a mobile application to measure multi-platform content consumption.

■ **Sun Broadcast Group** has expanded its relationship to license **Nielsen Media Impact** powered by Nielsen's Total Media Fusion.

■ Technology platform **Qualtrics** has announced a new experience management integration with **Adobe Experience Platform Launch**. The integration expands on Qualtrics existing relationship with Adobe, which includes an Adobe Analytics Experience Management Integration built on the Qualtrics Developer Platform.

■ Chicago researchers **IRI** and **Label Insight** are joining forces to provide CPG manufacturers and retailers insight into product performance based on nutrition and ingredient label data. Through this new relationship, IRI adds new attributes to its IRI Liquid

Data technology platform. The new attributes allow IRI to track and measure product sales performance and shopper behavior across ingredient and product labeling attributes, such as "gluten-free" and "clean label."

■ Researcher **Comscore** and **California Oregon Broadcasting Inc.**, an independent broadcast group, announced a long-term agreement for Comscore to exclusively provide measurement services to the group's television stations KOB1+ (NBC) and KOB12 (ThisTV) in Medford, Ore., and KSLR (FOX) and KEVU (MyNet) in Eugene, Ore.

■ Costa Mesa, Calif., research company **J.D. Power** has partnered with survey software company **SurveyMonkey**, San Mateo, Calif., to expand its customer experience data collection. J.D. Power will leverage SurveyMonkey Audience and SurveyMonkey's digital platform.

■ **Nielsen** announced that **iHeart-Media Inc.** will support Nielsen Media Impact and Continuous Diary Measurement in Nielsen Audio's four book markets.

■ **Cello Health Insight** in partnership with **Janssen Pharmaceuticals** has won EphMRA's 2019 Market Research Excellence Award for "Business Impact through Innovation."

■ Research firms **RealityMine** and **MFour Mobile Research** have partnered to launch Connected Consumer Data. The solution leverages MFour's all-mobile consumer panel and RealityMine's RealityMeter to provide clients with a single-source continuous data set that marries observed digital and location behavior with validated surveys, allowing researchers to draw insights about consumer actions, preferences and drivers.

■ **4C**, a data science and marketing

technology company, and researcher **IRI** announced an expanded relationship under which advertisers can now target their cross-channel video planning and buying by leveraging IRI purchase-based data via the Audience Hub within Scope by 4C.

■ Reston, Va., researcher **Comscore** and **MediaScience**, a media and advertising measurement firm, are partnering to produce research that addresses how and why cross-platform advertising works and provide measurement of audience size, behavior, engagement and effect.

■ Berlin-based **Market Logic** has been selected by **Toyota Motor North America** as the supplier of its new consumer insights knowledge management system. The car maker will drive its insights system with natural language processing for search, collaboration features, video transcription and data integration.

■ Researcher **Kantar** announced its partnership with **Special Olympics**. Over the course of the next four years, the partnership will focus on Special Olympics' Global Youth Leadership work, which brings together youth leaders with and without intellectual disabilities.

■ Australian data intelligence company **Potentiate** has partnered with **Veriluma Software**, an Australian artificial intelligence company.

■ Strategic brand consultancy **Hall & Partners** has signed up with analytics and insights firm **Course5 Intelligence** to enable AI-driven research operations using Course5's proprietary platform, Optimizer Suite. The use of Optimizer Suite is expected to reduce turnaround time and operational costs of market research and build additional efficiencies over time due to the program's self-learning algorithms.

■ **DEG:** The Digital Entertainment Group and **GfK Entertainment** are extending their partnership to compile digital video data in the U.S. and Canada.

■ Technology provider **Cint** announced its partnership with data platform company **Syno International**. The partnership will enable clients of both companies to reach a larger audience for surveys.

■ Technology and data collection firm **Delvinia** has partnered with **Research For Good** (RFG). Through this alliance, RFG will provide automation and data collection technologies that will be integrated into Delvinia's market research platform Methodify.

■ Insights solutions company **Toluna** announced a partnership with **NeoCurrency**, a digital rewards company. NeoCurrency will reward users in bitcoins for sharing their opinion on brands, products and services.

■ Analytics company **Comscore** announced a long-term agreement to provide **Block Communications Inc.** with measurement services for its television stations in Louisville, Ky.; Decatur, Ill.; and Lima, Ohio, with the stations in Decatur and Lima using Comscore exclusively. Block will also use Comscore's automotive audience data as currency as a part of this agreement.

■ Marketing research company **Schlesinger Group** has partnered with **Gauge Capital**, a private equity firm headquartered in Texas. The company's brand, leadership and employees will remain in place, and Gauge Capital will provide financial support and strategic guidance.

■ **Nestlé USA** has partnered with information technology firm **Enterra Solutions**. The companies will deploy

an analytics and insights platform with Enterra's AI capabilities. Additionally, Enterra will build and staff a Center for Advanced Analytics at Nestlé's U.S. headquarters in Arlington, Va.

■ Analytics software firm **Tellius** is partnering with **Snowflake Inc.**, a cloud-based data warehouse. The partnership allows the Tellius search and AI-powered analytics platform to natively connect to the Snowflake data warehouse.

■ Market researcher **Jumpshot** has partnered with information company **Ascential** to provide marketers with a deeper understanding of online customer behavior. In connection with the partnership, Ascential receives a 35% equity stake in Jumpshot, valued at \$60.76 million.

■ **Nielsen** has partnered with marketing technology firm **Quotient Technology**. With this partnership, clients will have access to Quotient's purchase and intent data set through Nielsen's insight and measurement offerings.

■ New York-headquartered **Nielsen** and **Max Media** have reached an agreement for Nielsen audio measurement. The agreement includes a range of audience measurement and analytical services such as local buying behavior data from Nielsen Scarborough and Nielsen Rhiza.

■ London-headquartered **Parrot Analytics** has partnered with Spanish research company **GECA** to gauge content demand and trends, with a particular focus on Asian markets. Parrot Analytics will work with GECA to track the versatility of the company's Spanish content to uncover sales opportunities in new markets.

■ Media measurement and analytics firm **Comscore** announced that **ListenFirst**, a social media analytics firm headquartered in New York,

will provide measurement for Comscore's Branded Content service.

■ **Aginity**, an analytics company based in Evanston, Ill., has partnered with **Microsoft** to help enterprises discover, manage, share and reuse analytic code for Microsoft Azure SQL Data Warehouse.

■ **Nielsen** and **Lockard & Wechsler**, a marketing agency specializing in media planning, buying and analytics, announced that they have reached a multi-year agreement with Nielsen as the latter's service of choice for local TV measurement in all markets.

■ **Analyst Hub**, an independent research infrastructure platform company, has partnered with gaming, lodging and travel analyst Brian McGill to launch **Morning Line Research**, a new research boutique that will offer research on both public and private companies in the gaming, lodging and travel space and the industry as a whole.

■ **Comscore**, Reston, Va., and **Xandr**, AT&T's advertising and analytics company, announced that Comscore will be the measurement and currency provider for Xandr's Addressable offering, inclusive of DIRECTV, Altice USA and Frontier. The partnership is designed to give advertisers third-party measurement across the national live linear addressable footprint.

■ **Aha!**, a market research technology company, has integrated **Zoom Video Communications'** video-first unified communications platform into its market research platform for consumer and B2B research studies. This integration of Zoom's cloud-based platform lets users conduct live webcam conversations with their customers.

Association/organization news

■ David W. Almy will leave the **Insights Association** (IA), Washing-

ton, D.C., after more than nine years as CEO of IA and the Marketing Research Association. IA will recognize Almy's contributions at its Corporate Researchers Conference in October.

■ The **Insights Association** announced a new tagline: "Creating Competitive Advantage." The association will initiate a campaign intent on illuminating insights as a leadership force, active change agent and "absolute imperative for any organization intending to compete through customer centricity, innovation and growth," a press release stated.

■ The **Marketing Research Education Foundation** has awarded the **Maywood Fine Arts Association** (MFAA) a \$5,000 grant to provide scholarships for its out-of-school arts and fitness programs. MFAA's mission is to provide affordable quality arts and fitness education to children and families in Maywood, Ill., and surrounding communities and currently serves 4,500 children.

■ The board of directors of the **Insights Association** has approved an updated Code of Standards and Ethics for Marketing Research and Data Analytics. The code was unanimously approved by Insights Association members in 2018.

■ The **Global Research Business Network** (GRBN) will launch the second edition of the Invest in Insights Handbook. Version 2.0 of the handbook will include new examples of insights ROI measurement as well as new advice on how insights leaders can implement their own ROI measurement program. Additionally, the scope will be expanded to include new research and guidance on how leaders can build the business impact of the insights function.

■ The **Association of Market and Social Research Organisations** (AMSRO)

has announced that it will conduct a review of political polling methods in Australia to determine why all of the election polls incorrectly called the outcome of the Federal election and how methods can be improved in the future. AMSRO will seek the involvement of media organizations and other clients who commission political polling to participate in the review as well as companies that do their own polling.

■ **CAIP Canada**, a new non-profit and certification body that will offer the Certified Analytics and Insights Professional designation to individual research practitioners in Canada, has been formed. The initiative is being led by Robert Wong, **RMCG Inc.**, who advanced the designation that was offered by the former Canadian marketing research association. Wong is supported by John Tabone, interim chief administrative officer of the **Canadian Research Insights Council** (CRIC), who led the development of the designation that was offered by the former Canadian marketing research association in 2002. CAIP Canada is also fully endorsed by CRIC and ESOMAR as the Canadian professional designation of choice. CAIP Canada has begun registration of members of the former Canadian marketing research association, the Marketing Research and Intelligence Association, following its closure. Individuals holding the former Canadian marketing research designation can now receive the Certified Analytics and Insights Professional designation, which has been recognized by CRIC

Separately, the CRIC has released of the CRIC Accredited Agency Seal, which recognizes agency members who have made the "highest commitment to follow best practices and adhere to world-leading standards and ethics in market research, analytics and insights." Use of the seal requires firms to undergo an independent review of key practices with a focus on the col-

lection, use and storage of data. Firms applying to join CRIC as an accredited agency will be permitted to use the CRIC Accredited Agency Seal after completing an accreditation process.

Awards/rankings

■ **MFour Mobile Research**, Irvine, Calif., received a Gold Stevie Award for Innovation of the Year for its Path-2-Purchase platform.

■ **Quirk's Media** will host the Marketing Research and Insight Excellence Awards, which highlight researchers, vendors and products and services that add value and impact to the research industry. The award ceremony will be held on Nov. 18 at the Edison Ballroom in New York City. Awards will be judged by client- and supplier-side researchers and Quirk's editorial staff.

■ Pharmaceutical marketing publication **PM360** has awarded **Fabio Gratton**, co-founder and CEO of research firm **inVibe**, its ELITE 2019 Data Miner Award. The PM360 ELITE Awards recognize individuals who have made a "significant impact to the health care industry throughout their careers."

■ **Alice Sylvester**, partner, Sequent Partners, and **Gian Fulgoni**, co-founder and former chairman of comScore, have been selected as the 2019 inductees into the **Market Research Council Hall of Fame**. Sylvester was honored in the Market Research Council's active practitioner category and Fulgoni in the retired practitioner category at the organization's 42nd annual ceremony in June in New York. The new inductees will also be acknowledged at the Marketing Research and Insight Excellence Awards – Powered by Quirk's on November 18 in New York City.

■ The **Milwaukee Business Journal** has named **The Dieringer Research**

Group, Brookfield, Wis., as one of Wisconsin's Fastest Growing Firms for 2019.

■ **Confermit** announced that media company **TMC** has named its Confermit B2B Account Health solution as a Customer Experience Innovation Award winner.

■ **Ipsos'** Washington, D.C.-based team received the World Bank's South Asia Region award for Project of the Year as part of the World Bank's team working on the Rohingya crisis. Undertaken over a three-week period, this project required multi-source data integration from survey and non-survey origins. Ipsos provided information in a geospatial situational awareness portal for World Bank and partner use. The results of this work and subsequent analysis guided the World Bank's strategic and operational planning in its Rohingya crisis response.

■ New York research firm **Phoenix Marketing International** announced it is No. 2,813 on the annual Inc. 5000 list, a ranking of the nation's fastest-growing private companies.

■ **Confermit Horizons**, a software platform by information technology company Confermit, has been recognized as a 2019 Product of the Year Award winner by **CUSTOMER magazine**. The CUSTOMER Product of the Year Award recognizes customer experience technology solutions relating to the call center, CRM and teleservices industries.

■ The winners of the 2019 MSPA Americas Shoppers' Choice Award winners are **A Closer Look LLC**, **BARE International**, **IntelliShop LLC**, **Ipsos**, **Market Force Information Inc.** and **TrendSource Inc.** **MSPA Americas**, a trade association representing the customer experience industry, recognized the companies at the June ShopperFest.

■ **Inte Q**, a loyalty marketing researcher, announced that **Forrester Research**

has given the organization the highest rating for Emotional Loyalty Measurement in the recently released report, *The Forrester Wave: Loyalty Service Providers, Q3, 2019*.

■ **Quester**, a consumer intelligence firm headquartered in Windsor Heights, Iowa, has been selected as the winner of the 2019 Pitch Tank Competition at the Disability:IN conference. The Pitch Tank Competition allows certified suppliers to pitch their company and innovation to the conference judging panel and attendees. Quester's Pitch Tank presentation focused on its Alexa integration and the possibilities of engaging consumers in multi-term conversations.

■ **Azure Knowledge Corporation**, Palo Alto, Calif., announced it is No. 354 on the annual Inc. 5000 list, a ranking of the nation's fastest-growing private companies.

New accounts/projects

■ Researcher **E-Tabs** and software company **Askia** announced that their online market research dashboard platform, **Iris**, has been chosen by the Worldwide Independent Network of Market Research and Opinion Poll (WIN) to report its annual worldwide survey (WWS). The WWS explores the outlook, expectations, views and beliefs of over 30,000 people from 40 countries across the world. The **Iris** platform will display differences and similarities between countries across a wide range of categories.

■ **Measure Protocol**, a blockchain-enabled marketplace for individual-based data, unveiled results from a pilot program which put blockchain technology to practical use for marketing research firms. The pilot set out to "demystify the application of blockchain within market research, illustrate the technical workflow, display the transparency provided by the blockchain and understand the user behaviors and attitudes

in this environment," Measure Protocol stated in a press release. The pilot program consisted of eight partners: Nielsen, MMR, Kadence International, Incite Marketing Planning, Delvinia, Kantar Profiles, Hall & Partners and Future Thinking. Consumers participated using the Measure MSR iOS app. The four-week pilot program included more than 6,500 completed data jobs and achieved a 92 percent completion rate. Data jobs included participating in surveys, completing profile requests and enabling passive data sources, such as location and purchase history.

■ Research firm **Empanel Online** has conducted a test of two digital fingerprinting tools with regard to their ability to identify duplicate respondents in online surveys and has made a report on the findings – *Digital Fingerprinting Product Evaluation: Comparing SurValidate And RelevantID* – available in the Downloads section of its Web site.

■ **The Market Research Institute International**, in cooperation with the **University of Georgia Center for Continuing Education**, has launched a new online course to help market researchers develop an understanding of how ethical and legal standards – based on industry codes and guidelines – must be applied to everyday research. The course, "Ethical and Legal Issues in Market Research," is authored by Real Research's Adam Phillips.

■ Life sciences and analytics company **IntegriChain** has expanded membership of the **Revenue Analytics Collaborative (RAC)**, a networking, collaboration and benchmarking group for life sciences business and financial professionals. IntegriChain has also launched its online community for RAC members, RACollab.org.

■ **Butler University Executive Education** launched a data analytics boot camp in partnership with technology

education firm **Trilogy Education**. Geared toward adult learners and working professionals, the Butler Executive Education Data Analytics Boot Camp teaches analytical, technical and teamwork skills.

New companies/new divisions/relocations/expansions

■ Stockholm-based technology provider **Cint** has opened its second German office in Munich, led by Oliver Tjarks, senior vice president sales. New additions to the Munich office include Senior Sales Director Patrycja Reinhart and Sales Director Marc Sörgel.

■ **Market Strategies International-Morpace** has relaunched as **Escalent**, a Livonia, Mich., human behavior and analytics firm. Market Strategies International and Morpace were acquired and merged by Palo Alto, Calif.-based private equity firm STG Partners in 2018.

■ Plano, Texas-based data services firm **Dynata** has established a new unit, **Dynata Solutions**. Hugh Davis, former co-founder of Reimagine Holdings Group, which was recently acquired by Dynata, will lead the new unit as president. Additionally, the company has realigned its sales and operational units in the Americas region into a new, integrated structure designed to provide an enhanced customer experience. Keith Price, former co-founder of Reimagine, has been named president, customer experience, Americas.

■ **SurveyMonkey** has launched a European data center in Dublin that will allow the company to host data locally for customers located or doing business in the region.

■ Food Dive reports that as part of a move of its corporate headquarters from Kansas City, Mo., to Kansas City, Kan., **Hostess Brands** plans to build a consumer research center, located

at the same site as the headquarters, which will contain a laboratory, sensory test kitchen and focus group space, the company said. The new facility is scheduled to open during the first half of next year.

■ Market research company **Euro-monitor International** has opened an office in Dusseldorf, Germany, targeting the DACH region (Germany, Austria and Switzerland).

■ Language services firm **TransPerfect**, New York, has expanded its focus on the research industry vertical by making a strategic investment in New York-based **G3 Translate**. The deal reunites G3 Translate Co-Founder and CEO Nancy Hernon with TransPerfect, where she previously spent five years in a management role. Financial terms of the agreement were not disclosed.

■ German-headquartered research firm **respondi** has moved its London office to a new larger location in the city. Additionally, it has appointed Olga Yakovleva as account executive and Amar Sudra as project manager.

■ Information technology firm **Questback** has restructured its product management. The product management team, formerly housed in research and development under the chief technology officer, will now report directly into Questback CEO Frank Møllerop.

■ Online research platform **me-thinks** announced its entry into the self-serve qualitative research market. The SaaS-based platform was designed by Philip Yun and Wilson Li and has secured \$7 million in Series A funding.

■ Insights platform **UserTesting** has opened its first international office located in Edinburgh, Scotland. Bruce Hunter joins the new office as regional vice president.

■ Research firm **Savanta** is expanding its footprint in the Americas with several new hires along with a new office in New York City.

Research company earnings/financial news

■ Reston, Va., firm **Comscore** reported total revenue for the first quarter of 2019 was \$102.3 million, down 3.4 percent from \$105.9 million in the year-ago quarter.

■ **SVMK Inc.**, parent company of San Mateo, Calif., company SurveyMonkey, reported first-quarter 2019 revenue of \$68.6 million for 17 percent year-over-year growth.

■ Jersey City, N.J., consumer behavior and location sciences company **SITO Mobile** reported total revenue of \$8.4 million for the first quarter of 2019.

■ Market research translation service **GlobaLexicon** announced a 20% growth in revenue as well as the hiring of 15 new team members in the first half of 2019.

■ Data platform **Near** has raised \$100 million in a new round of funding. The investment comes from London-headquartered private equity firm Greater Pacific Capital. With this newest investment, Near has raised a total of \$134 million to date, including from Sequoia Capital and JP Morgan.

■ Watertown, Mass., research firm **InCrowd Inc.** announced that an affiliate of SARORAS Private Capital, a private equity investment firm focused on the technology-enabled services industry, has made a majority investment into InCrowd.

CALENDAR OF EVENTS

••• can't-miss activities

Merlien Institute will hold its Qual360 APAC event on **October 16-17** in **Singapore**. Visit apac.qual360.com.

Applied Marketing Science will hold a workshop, 'Listening to the Voice of the Customer,' on **October 16-17** in **Chicago**. Visit bit.ly/2VHqewj.

Society of Insurance Research will hold its Annual Conference & Exhibit Fair on **October 20-22** in **Charlotte, N.C.** Visit bit.ly/2JbelZJ.

CX Talks: The Customer Experience Summit Atlanta 2019 will be held on **October 21** at the Sandy Springs Performing Arts Center in **Sandy Springs, Ga.** Visit cxtalks.org.

Insights Association will hold its 2019 Corporate Researchers Conference (CRC) on **October 22-24** in **Orlando, Fla.** Visit bit.ly/2JkdB58.

Research & Results will hold its annual trade show on **October 23-24** at the MOC Convention Centre in **Munich**. Visit bit.ly/2vKl7gg.

University of Alberta International Institute for Qualitative Methodology will hold the Qualitative Health Research Conference on **October 25-29** in **Vancouver, BC, Canada**. Visit bit.ly/2oFICWO.

LIMRA will hold its Annual Conference on **October 27-29**

at the Sheraton Boston Hotel in **Boston**. Visit bit.ly/2DRdxok.

NMSBA will hold its Shopper Brain Conference on **October 30 - November 1** in **Amsterdam**. Visit bit.ly/2vvGfUL.

KNect365 will hold The Market Research Event (TMRE) on **November 5-7** at The Mirage in **Las Vegas**. Visit bit.ly/2dp2JxE.

KNect365 will hold its Back End of Innovation event on **November 5-7** at The Mirage in **Las Vegas**. Visit bit.ly/2dx0cB8.

ESOMAR will hold its FUSION 2019 event on **November 10-14** in **Spain**. Visit bit.ly/2Vmro0m.

Corinium Global Intelligence will hold its Chief Data Analytics Officers event on **November 18-20** at the Seaport Hotel & World Trade Center in **Boston**. Visit bit.ly/2J6EI2R.

Quirk's Media will be hosting The Marketing Research and Insight Excellence Awards on **November 18** at the Edison Ballroom in **New York**. Visit quirksawards.com.

NMSBA will hold its Shopper Brain Conference on **November 19-21** in **New York**. Visit bit.ly/2gGCVAZ.

KNect365 (IIR) will hold its Media Insights and Engagement Conference on **January 27-29** at the Royal Sonesta in **New Orleans**. Visit bit.ly/2eyPzmx.

QRCA will hold its 2020 Annual Conference on **January 29-31** in **Austin, Texas**. Visit bit.ly/2vKUrfc.

Corinium Global Intelligence will hold its Chief Customer Officers and Influencers, USA event on **February 3-4** in **Atlanta**. Visit bit.ly/2Q5KKAE.

SampleCon 2020 will be held on **February 3-5** at the Ritz-Carlton in **Atlanta**. Visit samplecon.com.

2020 Pharma Market Research Conference USA will be held on **February 5-6** in **Newark, N.J.** Visit bit.ly/1Sh6Yhi.

Quirk's Media will hold the 2020 Quirk's Event – London on **February 11-12** at the Intercontinental O2 in **London**. Visit thequirksevent.com.

The **Merlien Institute** will hold its Qual360 EU event on **February 18-19** in **Berlin**. Visit eu.qual360.com.

Quirk's Media will hold the 2020 Quirk's Event – East on **March 3-4** at the Marriott Brooklyn Bridge in **Brooklyn, N.Y.** Visit thequirksevent.com.

The **Merlien Institute** will hold its Qual360 NA event on **March 24-25** in **Washington, D.C.** Visit na.qual360.com.

NMSBA will hold the 2020 Neuromarketing World Forum on **April 1-3** in **Los Angeles**.

Visit bit.ly/2HnGcm3.

Quirk's Media will hold its 2020 Quirk's Event – Chicago on **April 6-7** at the Sheraton Grand in **Chicago**. Visit thequirksevent.com.

The **Merlien Institute** will hold its MRMW EU event on **June 16-17** in **Amsterdam**. Visit eu.mrmw.net.

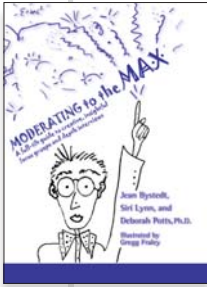
The **Merlien Institute** will hold its MRMW NA event on **October 6-7** in **Atlanta**. Visit na.mrmw.net.

The **Merlien Institute** will hold its Qual360 APAC event on **November 17-18** in **Singapore**. Visit apac.qual360.com.

The **Merlien Institute** will hold its MRMW APAC 2020 event on **November 17-18** in **Singapore**. Visit apac.mrmw.net.

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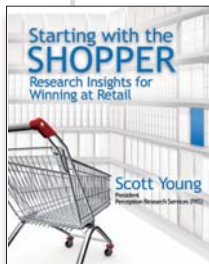


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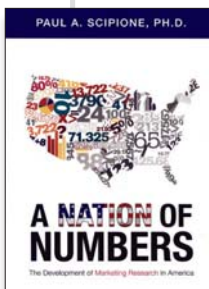


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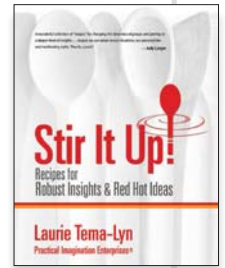
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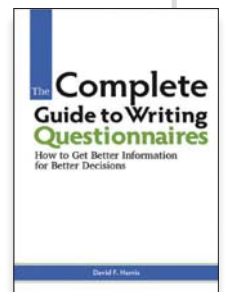


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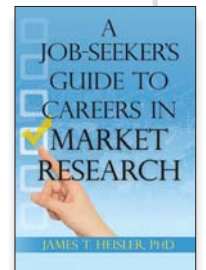


A Job-Seeker's Guide to Careers in Market Research

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

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

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10 minutes with...

James Petretti

SVP, U.S. and Global Production Research, Sony Pictures Television



“We need to make sure we are looking at the right sets of information and we need to know each data set’s strengths and limitations.”

Sony Pictures Television works with multiple platforms – broadcast networks, cable networks, digital, etc. What are the challenges of leading an insight team in this setting?

Sony Pictures is a producer of premium television content for all platforms and our research team is a shared resource which supports production and sales across all outlets. In order to succeed, we are organized as a single, holistic, cross-functional team. That’s both rewarding and challenging for us individually and as an organization. It’s rewarding because it empowers our team to bring more dynamic thinking and richer insights into everything we do. We aren’t familiar with just one slice of our industry but rather we bring a broader set of experiences and a truly holistic understanding of the market and our industry today. Our consumers, after all, are watching programming across all platforms and I believe we are better able to serve them and our organization from that perspective. It’s also incredibly challenging because the entertainment marketplace is more complex than ever before and continues to grow increasingly so every day.

Will you be exploring any new methodologies or tools in 2020?

One of the new things we’ve been exploring is biometric testing. It’s done on our feature film side, especially as it relates to our positioning and advertising. We’re trying to see if there are ways to incorporate that not just into the marketing of our television programs but potentially into concept and content testing as well

What is your greatest concern for the future of research and analytics?

I have lots of concerns. As it relates to television, first and foremost, I am concerned about how much data we deal with today. It keeps growing with more dimensions to it than ever before, making it more complex and time-consuming to analyze. We need to make sure we are looking at the right sets of information and we need to know each data set’s strengths and limitations. What’s more, all this data needs to be cleaned, harmonized and vetted. As a result, our bandwidth has never been more strained.

At the same time, the speed at which the marketplace and our organizations want meaningful insights is also increasing. That puts additional pressure on getting an answer instead of focusing on ensuring we are getting the right answer.

What’s more, everyone is so inundated and pulled in so many different directions that they don’t take the time to ensure we are all communicating clearly and effectively. Context is key. Data and the complexity of using it properly is so often misunderstood. It isn’t an empirical answer in and of itself and it doesn’t provide a strategy or a vision. It’s a tool that, when analyzed and discussed – and then often reanalyzed and re-discussed, several times over – produces true insights to help inform the decisions that we need to make and ensure we can create a strategy to achieve our vision.

Read the full interview at www.quirks.com/articles/2019/20191022.aspx.



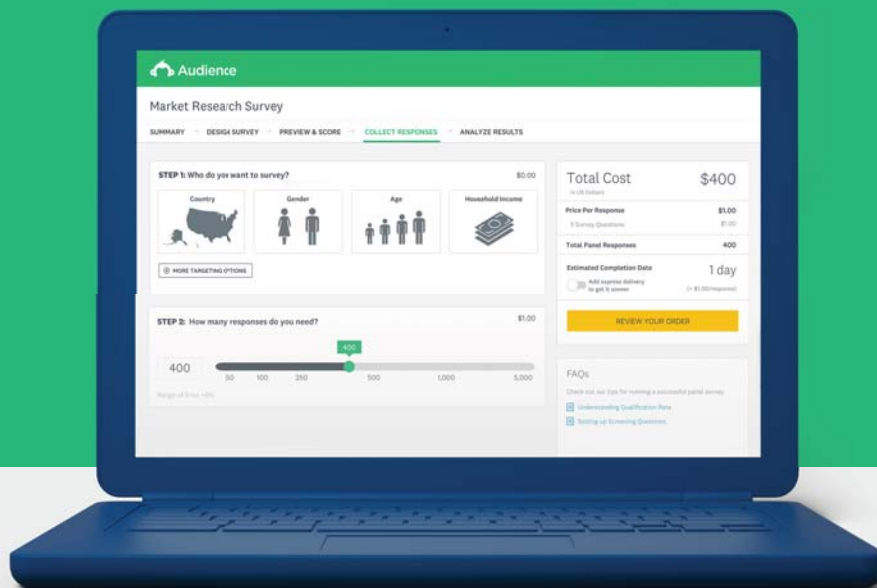
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