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PLUS

Applying behavioral models to surveys

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40 Top Online Research Companies

Quirk's Marketing Research Review
November 2019
Volume XXXIII Number 8
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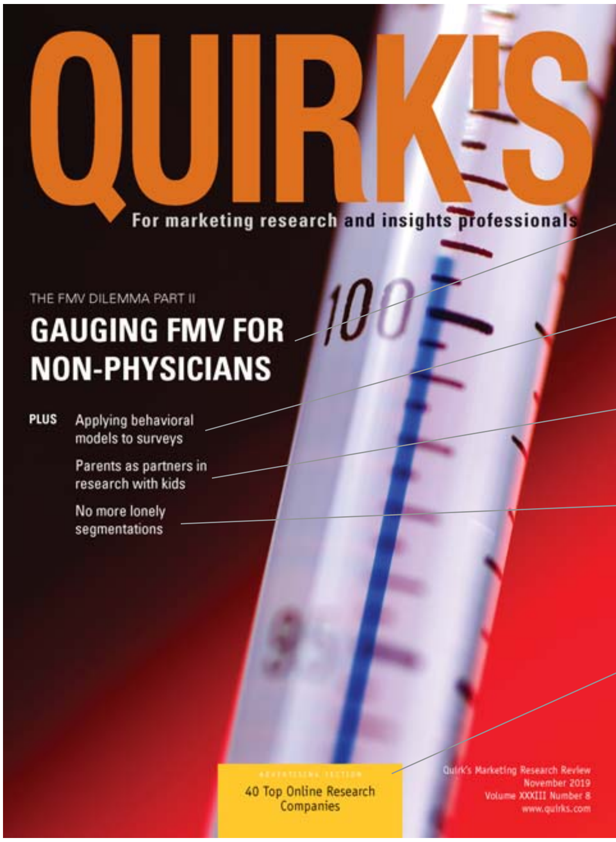

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••• events

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••• pricing research

Study: 'Add-ons' feel less expensive

Shoppers are up to one-third more likely to shell out for a premium option when the extra cost is expressed as an add-on, as opposed to a higher overall price, according to research from the University of British Columbia (UBC) Sauder School of Business that examined the effect of add-on pricing on product upgrades.

For example, consider two plane tickets – one for $200 with a two-hour layover and one for a direct flight for $50 more. Consumers perceive $250 as expensive because the number is higher than the base price of $200, whereas $50 as an add-on price seems inexpensive. "When you see '$50 more' as an add-on price, it's a smaller number than the total and we focus on that smaller number," said study co-author and UBC Sauder professor Dale Griffin. "Mathematically, the prices are the same, and on consideration we can see that, but intuitively add-on prices just feel less expensive." (The study, "When 'more' seems like less: differential price framing increases the choice share of higher-priced options," was published in the Journal of Marketing Research.

This effect applied whether participants were being asked to donate to a local food bank, buy a computer monitor or order breakfast. Researchers also observed it when reminding consumers of the final price of their purchase, suggesting that the shift in preference does not occur because of deception or confusion but rather because of how people justify their purchase decisions. Notably, the effect only occurs with pricing, not with other kinds of product upgrades.

www.quirks.com/articles/2019/20191101.aspx

••• employment research

Mobile groups transform youth job searches

The mobile phone could be a powerful tool for curbing youth unemployment, finds new research from the University of Maryland's Robert H. Smith School of Business. Researchers used a mobile app to connect job-seeking youth aged 15 to 24 to motivate each other to keep searching until they landed a job. The success was staggering.

Compared to traditional career counseling alone, turning to a peer group on a social network improved the chances that youths took an apprentice position, pursued higher secondary school or participated in a year-long volunteer program by 98%.

The researchers developed a peer career counseling intervention on the WhatsApp platform that was tested as a field experiment for the German Federal Employment Agency. Those who connected through the mobile peer group (10-15 members with similar ages and career goals) had significantly increased chances of finding employment and much better attitudes toward career choice, career maturity and career search intensity than those who just participated in traditional counseling sessions.

Mobile peer support groups may work well because they are accessible 24/7, right when users need the advice or extra encouragement most. Plus, they eliminate the limitations of geography, letting far-flung people connect with peers they can identify with.


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By Joseph Rydholm, Quirk's Editor

Study finds timing matters with retargeted ads

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Joe Rydholm can be reached at joe@quirks.com

We've all experienced them. Those annoying and often creepy ads that follow you around after you've searched for something online. There's a reason they seem to be everywhere: they work pretty well.

While marketers are spending huge chunks of their digital ad budgets on retargeting, variables associated with timing, frequency and other parameters mean there's no one-size-fits-all approach to employing them.

A case study reported recently by Aditi Malhotra in an Insights by Stanford Business article sheds some light on why retargeting is so popular – and so effective. Stanford Graduate School of Business marketing professors Navdeep Sahni and Sridhar Narayanan designed an experiment to measure the effectiveness of various retargeting campaigns on more than 230,000 visitors to BuildDirect.com, a Canada-based home-improvement products retailer. While BuildDirect uses multiple platforms for its retargeting campaigns, this study focused on its use of Google's DoubleClick, which tracks users through a combination of cookies and Google user IDs.

The researchers created different categories of frequency caps, or the maximum number of retargeted ads each customer would see during the four-week experiment. Some customers saw zero ads over the entire period and some saw up to 15 per day, every day.

The first finding? Retargeting works. "Among users who exited the BuildDirect website after viewing a product page (as opposed to creating a shopping cart), the retargeted ad campaign increased their likelihood of returning to the site by nearly 15%," Malhotra notes.

"Retargeted ads do affect consumer behavior," the researchers write, along with co-author Kirthi Kalyanam, in their Journal of Marketing Research article ("An experimental investigation of the effects of retargeted advertising: the role of frequency and timing") on the study. "A significant proportion of users, at both early and relatively advanced stages of purchase process, change their behavior because of the ads. This is consequential . . . because a returning consumer gives the marketplace another chance to sell its products and also gain revenues by showing relevant ads on its own website."

The study is significant, according to Sahni and Narayanan, in that it's the first to quantify the benefits of immediacy in retargeting ads. Ads shown to users in the first week after their visit to the website were more effective than those shown in later weeks, Malhotra writes. In fact, about one-third of the effect of the first week's advertising occurred on the first day and half occurred in the first two days – which runs counter to the widespread assumption that retargeted ads serve mainly as "reminders" to potential shoppers and thus are less effective if they're seen shortly after a site visit. "This is a relatively big deal since it goes against the canonical thinking," Narayanan says in the Insights by Stanford Business article.

The study also showed that the ads can actually drive consumers back to the advertiser's website even if they offer no new information beyond what a consumer gleaned from their initial visit. "This finding suggests that such ads can repeat known information and still be effective in increasing website engagement – especially for users who have created shopping carts, which is a sign that they have done significant research and thus already know a lot about the product," Malhotra notes.

As an added bonus, retargeted ads also play a defensive role by making it harder for competitors' ads to reach potential customers, especially in the days immediately after the site visit. "In a setting like ours, in which competitors also engage in aggressive retargeting, a consumer who leaves BuildDirect's website is likely to be a target of a competitor's ad campaign," the researchers write. "Therefore, even if the ad does not provide the consumer with any new information, or remind her of information she may have forgotten, its exposure increases the chances of the consumer coming back to BuildDirect."

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

// Survey Monitor

••• health care research

Now and in the future

Levels vary but all generations worry about health care

When it comes to health care, both younger and older adults are worried not only about current costs but also the threat of expenses in the future. New survey data from the Nationwide Retirement Institute reveals that 63% of younger adults believe their health today will impact how much they need to save for retirement. Further, 69% of older adults note that one of their top fears in retirement is their health care costs getting out of control.

More than half of older adults (58%) report being terrified of what health care costs may do to their retirement plans and 67% say that they are most stressed about an unanticipated decline in health. Many older adults also have regrets about their actions over the years, with almost half of those who are retired (46%) reporting they would save more in their retirement accounts if they could plan for retirement over again.

Health care is a worry across generations. In fact, three in four younger adults report having had negative experiences resulting from financial stress. These respondents shared that financial stress had a negative impact on their overall health (39%); harmed their relationship with their spouse or significant other (35%); hurt their relationships with friends (26%); hurt their performance at work (26%); and hurt their attendance at work (21%).

Health care expenses can impact people so greatly that they avoid getting care, accumulate debt and restrict themselves from saving. In fact, almost three in four younger adults have taken "risk" actions to save money on medical related expenses, including: delayed seeking medical help with the hopes the condition would subside (33%); considered not seeking care to avoid high deductibles (22%); took less than the recommended dosage to extend the length of a prescription (22%); stopped taking a prescription because it cost too much (21%); and did not follow the treatment plan recommended by their doctor (20%).

Additionally, one in five (20%) younger adults report health care expenses have had an extreme impact on their well-being, causing them to skip getting care (48%), go into debt (38%), stop saving money for discretionary purchases (43%), kept them from getting needed medicine (33%), made it harder to contribute as much as they would like to a 401(k) (31%) or caused them to file for bankruptcy (13%).

Given these circumstances, it's not surprising that younger adults are eager to do more to prioritize their health and be financially prepared for health care costs. In fact, 69% agree that prioritizing self-care and mental health will help them save on health care expenses in the distant future and would like to do more to prioritize their health. However, one in three younger adults admit health and wellness are not top priorities for them and 40% admit they do not get preventative care.

Younger adults do realize the importance of prioritizing health, though, yet are unable to or choose not to act: 50% say that 10-15 years from now they will wish they had taken better care of their health. Only half of younger adults have had a physical or wellness check (50%) and fewer than that (45%) have had a preventive screening relating to blood pressure, cholesterol, etc., in the past

www.quirks.com/articles/2019/20191103.aspx

year. In addition, nearly two in three have not had a flu shot or other immunization in the past year. Many younger adults can't provide a good reason why they don't get preventative care (31%), while others indicate cost (22%) and time (18%) remain as barriers.

Although the No. 1 financial concern of younger adults is not having the money to cover unplanned medical expenses, fewer than half of them have started saving through a 401(k) or IRA (44%) and the majority of those saving for retirement contribute 10% or less (57%). In addition, while 29% of younger adults say they have access to wellness programs from their employer, only 17% of those participate in those programs.

The Edelman Intelligence survey was conducted online on behalf of the Nationwide Retirement Institute among 1,000 U.S. adults between the ages of 25 and 45 years old. The Harris Poll was also conducted online on behalf of the Nationwide Retirement Institute among 1,462 U.S. adults age 50 or older with investable assets of $50K or more.

••• shopper insights

Christmas shopping in July?

Study outlines the seasons of holiday gift-buying

As the holiday shopping season continues to evolve with the prominence of online shopping, the emergence of new shopping events and shifting consumer preferences and behaviors, brands and retailers have the unique opportunity to connect with shoppers by prioritizing convenience in-store and online. A recent study by product review site Bazaarvoice Inc. explores the holiday shopping habits of consumers in the United States and Europe during the busiest retail season of the year.

Holiday shopping is now a six-month season – nearly 20% of consumers reported having started their shopping as early as midsummer during "Black Friday in July" sales, while 29% said they planned to get a head start in early fall. Black Friday still dominates the shopping season, with the majority of consumers (37%) saying they will complete the bulk of their holiday shopping that day, followed by Cyber Monday (19%). And the hype around Black Friday only seems to grow: On Black Friday 2018, Bazaarvoice's network of brand and retailer websites saw a 317% increase in order volume, while Cyber Monday saw a 314% increase.

Online shopping still reigns supreme but in-store experiences are still important. Almost two-thirds of consumers say they will complete the majority of their holiday shopping online and 37% of respondents stated that they will complete the bulk of their purchases in-store, with another 36% saying they plan to complete the majority or entirety of their shopping at a mall.

Regardless of how consumers decide to shop, they look for convenience. Consumers' biggest complaints with online holiday shopping are lengthy shipping times and slow order fulfillment (43%), followed by difficulty deciding between brand and product options (39%). In-store, shoppers are overwhelmingly burdened by long checkout lines (75%) and messy and overcrowded stores (61%). Consumers believe brands can improve the holiday shopping experience by improving convenience with experiences like self-checkout or in-store pick-up options (60%) and implementing faster, more cost-efficient shipping solutions (57%).

Shoppers look to reviews and other user-generated content (UGC) to make the right purchase. Forty-nine percent of consumers have returned a holiday gift in the past in order to exchange it for a different option, such as size or color. To make sure they get the right gift, shoppers look to UGC, such as ratings and reviews and question and answer tools, to learn more about products. Last year, UGC interaction rates on brand and retailer websites in Bazaarvoice's network increased ahead of major sales days, showing shoppers like to do their research early. During the holiday season, questions submitted increased by 26%; this spiked to 98% on Black Friday and to 110% on Cyber Monday.

While Black Friday is still a major shopping event, the holiday shopping season continues to extend earlier into the summer and fall. It must be easy and quick for consumers to find, compare and purchase gifts by leveraging authentic reviews and UGC; brands and retailers that maximize convenience in all aspects of the shopping journey will ensure the holiday season goes smoothly both for themselves and their customers.

The research is based on a survey conducted by Bazaarvoice and included responses from 2,500 consumers from the U.S., U.K., France and Germany and draws from Bazaarvoice's network of brand and retailer websites.

••• millennials research

We are what we eat

Food and food choices are central for Millennials

Quality drives Millennial food shopping and, according to a new Whole Foods Market survey, they're willing to pay for it. Eighty percent of Millennials value quality when it comes to food shopping and nearly

70% are willing to spend more money on high-quality foods.

Millennials also aim to be more informed consumers. A majority want to know where their food comes from and how it is sourced and this transparency is important to more than 65% of Millennials, particularly for fresh meat and seafood. More than half say they will pay more for products that have adopted animal welfare standards and prefer to buy those responsibly sourced.

Food labeling and ingredient transparency are also key factors in Millennials' choices. Compared to five years ago, nearly 70% read labels more closely. Over 60% are more concerned about additives and growth hormones and half of Millennials buy more organic products than they did five years ago.

High-quality food is a priority for Millennials – nearly seven in 10 spent more on food than on travel in the past year. And they value expanding their culinary boundaries as well; a majority of Millennials surveyed considered themselves to be "adventurous" eaters when it comes to food and more than 60% make an effort to cook new dishes.

More than six out of 10 Millennials try to eat healthy daily. Plant-based and unprocessed foods are gaining popularity, with 63% trying to incorporate them into their diets.

Over the past year, nearly half of Millennials have tried a special diet, such as Keto and dairy-free, and 52% restrict ingredients due to health reasons. More than half of Millennials found that maintaining an alternative diet is often inconvenient and they are willing to pay more for convenient meals that are healthy and high-quality.

They try to keep their environmental impact low, too, with 60% reporting that they are aware of the implications their food choices have on the environment and about half are actively seeking out food and beverages made with less packaging and plastic.

The study was conducted by YouGov on behalf of Whole Foods Market and sampled 1,006 adults between the ages of 22 and 37 in the U.S.

••• restaurant research

Cockroaches, chicken heads and condoms, oh my!

Respondents share dining horror stories

According to a survey by business supply company Zoro, dining out can be a more frightening experience than you might expect. The study polled participants on their most unappetizing restaurant experiences and the results ranged from commonplace to bizarre. Most participants have experienced poor service (82.8%), dirty bathrooms (81.8%) and long waits for food (80.2%) but many have also experienced the hard-passes of the food service industry such as workers handling food without gloves (31.1%), food poisoning (28%) and visible rodents or insects (21.2%). And if you think that's bad, then consider the other diners who discovered cigarette filters, cockroaches, chicken heads and, yes, condoms in their food.

Interestingly, younger generations seem to have a higher tolerance for culinary offenses, with 78.1% of Millennials responding that they would not return to a restaurant if there were visible rodents or insects, compared to 86.2% of Gen Xers and 97% of Boomers. That's a nearly 20 percentage-point difference between Millennials and Boomers, who share the same discrepancy for cases of food poisoning and dirty surroundings. The trend continues for instances of hair in food, with 68.3% of Boomers dropping service, followed by 52.2% of Gen Xers and 51.7% of Millennials. The majority of Boomers (63.4%) were turned off by poor service and Gen Xers and Millennials were about half-and-half (51.4% and 47.3%, respectively).

When it came to confronting restaurant wrongdoings, the most popular option across all generations was to simply never return. Boomers took the lead in vocalizing the problem to restaurant staff, followed by Gen Xers and then Millennials. Men were consistently more likely than women to speak up. Millennials were the least confrontational of the bunch, with 22.9% responding that they would do nothing. Boomers were the least likely to post an online review, with only 17.8% of respondents taking this route, as opposed to 29.3% of Gen Xers and 25.9% of Millennials; however, nearly 10% of Boomers have reported a restaurant to the health department. Then there were those who were either very lucky or very easygoing, who reported that they had never eaten at a restaurant with unhygienic conditions (Boomers had the highest response in this category at just 2%).

When it came to waiter behavior, respondents agreed across the board that the worst thing a server can do is be rude. One in four (24.8%) of Boomers rated a dirty or unkempt appearance as the worst waiter faux pas, followed by 16.3% of Gen Xers and 12.5% of Millennials. About one in 10 respondents cited inattentiveness as the worst server behavior, followed by asking for a bigger tip. Women were more offended than men when it came to a server having a dirty or unkempt appearance and men were more offended than women when their servers were inattentive or asked for a bigger tip.

The survey was conducted by Amazon Mechanical Turk on behalf of Zoro and surveyed 994 people who eat at restaurants at least once per month, with an age range of 18 to 81. The list of restaurant scenarios was generated by research internet articles, online forums and personal experiences.

IN FOCUS

Product and Service Update

••• online research

itracks adds to research suite

Live events tool and fast focus groups

itracks, a mobile and online researcher based in Saskatoon, Saskatchewan, added two new offerings to its research suite. itracks Live allows companies to conduct research on live events including sporting events, video gaming tournaments, scheduled TV events, political presentations or a client's own live event. Participants watch the live stream feed from within itracks' software and a moderator can direct qualitative and quantitative-style questions to the group. After the event ends, a transcript and polling data are available for analysis. Additionally, itracks Now enables researchers to start a focus group in 15 minutes or less and receive feedback in real time. The service can be accessed from a screener survey or a website. Participants move directly into itracks text chat software where the moderator is waiting for the group to fill. Once the desired number of participants has been reached, the online focus group begins.
itracks.com

www.quirks.com/articles/2019/20191104.aspx

••• research communities

Enhancements from Fuel Cycle

P2 Engine gets a tune-up

Market research cloud Fuel Cycle announced the general availability of its updated P2 Engine and Quick Polls to current customers utilizing Fuel Cycle research communities. The updated P2 Engine collects and consolidates customer profiling data from multiple sources, including surveys, CRM platforms, marketing automation platforms, file uploads, behavioral sources and Quick Polls. The P2 Engine also syncs profiling data directly to CRM platforms. Additionally, Fuel Cycle's new feature Quick Polls enables quick questions to be asked of research community members and works across web browsers and Fuel Cycle's mobile applications for iOS and Android.
fuelcycle.com

••• ad research

Target ads based on the weather

Product suite from AccuWeather

Weather and digital media company AccuWeather launched AccuWeatherIQ, a new data product suite that enables brands and advertisers to utilize AccuWeather's weather forecasts for targeted advertising. AccuWeatherIQ is intended to help advertisers connect with U.S. users experiencing a variety of weather conditions today, tomorrow or "next weekend" to provide effective messaging based on lifestyle activities and health management preferences influenced by the weather. AccuWeatherIQ's weather data segments are currently available in the U.S. on Salesforce and LiveRamp Data Store in addition to AccuWeather's owned and operated media properties
accuweather.com

••• television research

Amobee offers data marketplace for connected TV

Integrates over 60 providers

Redwood City, Calif.-based ad technology company Amobee launched a data marketplace for connected TV advertising, providing brands and agencies with access to a library of data for activation across connected TV and converged cross-screen campaigns. To launch the data marketplace, Amobee has integrated with more than 60 data providers and marketplaces – including Oracle Data Cloud, the LiveRamp Data Store, IRI and Lotame – to give advertisers access to more than 60,000 always-on audience segments to create bespoke targeted campaigns for connected TV.
amobee.com

••• Briefly

■ New York-based Nielsen released additional details around its launch of Nielsen Total U.S. Pet Retail, which is designed to offer a holistic view of the U.S. pet retail market. With a view into more than 10,000 pet specialty stores alongside Nielsen's extended All Outlets Combined (xAOC) measurement universe, Nielsen brings a combined view of pet specialty and non-specialty outlets, regional chains, independent stores, military commissary, grocery and mass merchandisers across the U.S.

■ Information technology company Openprise announced the availability

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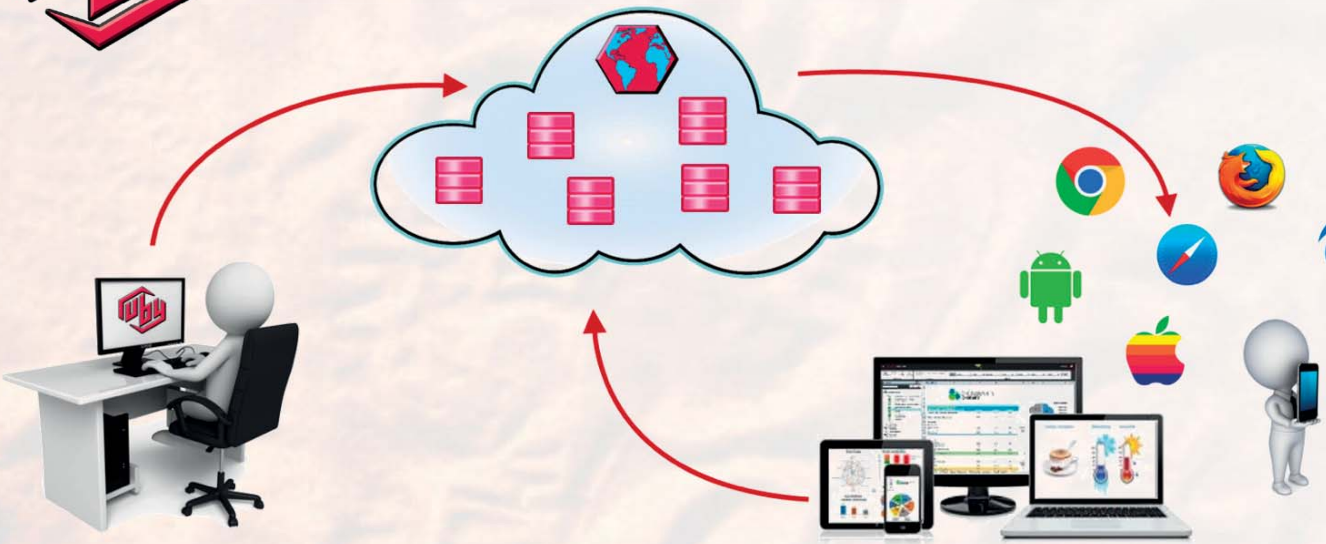

Ruby now works with cloud jobs and global licensing: upload, download, share, export - anyone, anywhere, anytime. Share data, skills, resources, information and wisdom across the planet seamlessly and securely with Ruby V5.

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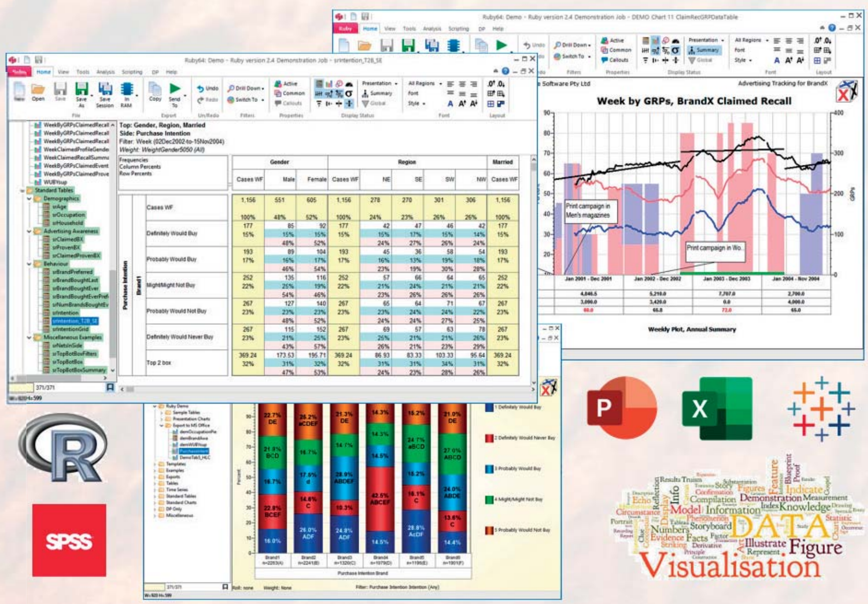

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of new campaign attribution capabilities in the Openprise Data Orchestration Platform.
openprisetech.com

■ High Point, N.C.-based firm Trone Research + Consulting released its digital publication Diggo, which provides opinions from pet owners to veterinarians. The topics covered are based on veterinarian input and offer consumer insight through surveys with pet owners, providing a solution-oriented assessment for veterinarians and practice managers.
troneresearch.com

■ CIRQ, an International Standards Organization (ISO) audit and certification body that is a subsidiary of the Insights Association, awarded certification to Mongolian Marketing Consulting Group for compliance to the ISO 20252:2019 standard, which covers market, opinion and social research, including insights and data analytics. ISO 20252 establishes globally recognized terms, definitions and service requirements for project management in research organizations.
mmcg.mn/index/en

■ Directions Research launched their pipeline solution tool IdeaSprint, developed alongside partner company SEEK. IdeaSprint allows teams to present ideas to an online panel of consumers and receive feedback in real time. Additionally, the tool allows for multiple iterations of testing with consumer evaluation.
directionsresearch.com

■ Reston, Va.-based Comscore announced the addition of Movie Lift to its suite of Marketing Impact solutions. Developed in partnership with data and technology company PlaceIQ, this solution is designed to help media buyers and sellers better attribute the impact of TV, desktop and mobile marketing campaigns on driving consumers to the movies.
comscore.com

■ Hamburg, Germany-based insights company quantilope added its automated TURF module to its capabilities. The new module is intended to allow clients to launch, analyze and report their TURF projects based on preference measurement (max-diff) in a few days.
quantilope.com/en

■ Seattle-based Discuss.io has been awarded certification for compliance to ISO 27001 by CIRQ, an International Standards Organization (ISO) audit and certification body that is a subsidiary of the Insights Association. The certification has been verified by CIRQ partner PECB, globally recognized and accredited by the International Accreditation Service. Accredited certification to ISO 27001 involves undertaking regular reviews and internal audits to ensure the continual improvement of the ISMS. Discuss.io's certification will be verified annually by CIRQ's independent audit establishing continued compliance and protection of data.
discuss.io

■ According to auto media site Auto Remarketing, Black Book says it has evolved from a publication into a data and analytics company for preowned-auto industry professionals. In recognition of this shift, the company has transformed its brand identity and website.
blackbook.com

■ Teaneck, N.J.-based PRS IN VIVO launched OmniPath, which allows users to map the Omni Channel Path-to-Purchase and identify moments where behavioral design can influence consumer choice and brand growth.
prs-invivo.com

■ New York-headquartered SIS International Research launched its blockchain consulting division SIS Blockchain.
sisinternational.com

■ Information tech company Confirmit announced the latest release its software platform Confirmit Horizons. New introductions to the platform include new reporting capability Fieldwork, CATI improvements and customer support for rewards.
confirmit.com

■ Metametrix introduced a new feature called Upload A File, which allows users to upload their data for analysis within the Metametrix platform.
metametrixdata.com

■ Location data and marketing company Gimbal launched Trends, its location and foot traffic analytics platform. Trends enables users to view consumers' physical-world behaviors over time.
gimbal.com

■ Verbatim analysis software company Ascribe and ADAPT, a survey processing company, have launched ADAPT CX Snapshot, a text analytics solution for processing unstructured, open-ended text. The software gives

users an overview of their customers' feedback and provides insights.
goascribe.com
adaptdata.com

■ Insights solutions company Toluna announced the growth of its panel community to 30 million members.
toluna-group.com

■ Qualitative research company 20|20 Research announced the issuance of U.S. Patent No. 10,354,261 which relates to virtual environments for behavioral research. Included in the patent is the ability to manipulate a virtual environment based upon a user's vision patterns and demographics. Also covered is the ability to automatically ask questions based upon what a participant sees and to measure and assign a score to vision patterns, as well as the ability to deliver virtual environments to common user devices, broadening accessibility.
2020research.com

■ Insights firm Maru/Matchbox announced the addition of the influencer social listening tool, Maru/Lissted, to its technology platform, Maru/HUB.
marumatchbox.com

■ Data collection firm Veridata Insights launched its automated project platform, which includes respondent sourcing, survey programming, data collection, data visualization, dashboards and analytics.
veridatainsights.com

■ Qualtrics, an experience management company, added Smart Conversations to its Qualtrics XM Platform. The new offering enables organizations to view real-time topic and sentiment analysis from open text comments.
qualtrics.com

■ Food AI platform Whisk announced its Sponsored Product offering, which enables CPG brands and grocery retailers to make product suggestions to users at different points in the shopping journey. Sponsored Products use precision targeting to promote individual products in recipes and food content across monthly recipe impressions.
whisk.com

■ Nielsen announced that its Social Content Ratings solution now measures talent's promotion of TV programs across Twitter, Facebook and Instagram.
nielsen.com/us/en

■ Social media monitoring company Brandwatch launched its platform Consumer Research, which uses machine learning to classify data and identify logos, actions, objects and scenes in images. The AI-powered analyst, Iris, identifies trends and insights.
brandwatch.com

■ Researcher Schlesinger Group opened The Apartment research space at Viktoria-Luise-Platz in Berlin. The space accommodates fields of life such as cooking, dining, housekeeping, media usage, relaxation, personal care and family life.
schlesingergroup.com/en

Conducting effective mobile research in Asia

| By Tomohiro Hosono and Geoffrey Macadaeg

snapshot

The authors offer tips for fielding mobile surveys with Asian consumers.

Technology has fast-tracked the development of surveys as market research tools, rendering paper and phone-based surveys almost obsolete in favor of online and mobile surveys. With each new format comes an increase in reach and efficiency as well as a decrease in the cost of executing projects.

Mobile research surveys have become a popular method for data collection worldwide due to a large pool of available respondents and the ease of conducting them. There are currently 3.986 billion active mobile internet users around the globe,[1] meaning one in every two people access the internet on their mobile device. Based on a recent survey covering 170,000 internet users across 32 different markets, roughly 80% of online adults have a smartphone and this number is expected to increase in the future.[2] Mobile devices are starting to complement, if not outright replace, desktop computers when it comes to checking e-mails, accessing social media and taking part in surveys.

Effective in Asia?

Mobile research has indeed become one of the more prominent tools in market research but can it be effective in Asia, specifically in the Asia-Pacific region?

In terms of possible reach, mobile research in Asia is a goldmine. According to GSM Association's Mobile Economy Asia Pacific 2019 report, the region has been the biggest contributor to global subscriber growth in recent years and yet still shows potential for development, with more than 2.8 billion unique mobile subscribers or a 67% penetration rate of the total population in the region.[3]

Mobile internet penetration reached almost 45% of the entire population in 2018, with 62% of mobile users projected to have internet connection by 2025. A Statista report shows that mobile internet traffic in Asia accounts for almost two-thirds of global traffic.[4] Additionally, a joint Google and Temasek annual report concluded that 90% of the digital users in Southeast Asia use mobile devices as their main point of access when going online.[5] As mobile internet access in Asia improves, it allows market researchers to cast a wider net to get authentic sample data representative of its population.

More and more Asians are starting to participate in mobile surveys. Based on a study by B2B International, the markets with the highest levels of survey response rates are in Asia, particularly in Malaysia, Indonesia and Singapore.[6] The study points out that these markets usually see a 15-30% mobile device participation for B2C studies and 5-10% for B2B studies.

Insights from a wider audience

Simply put, mobile research surveys can be very effective in Asia due to the growing mobile internet user base. With more Asians from all walks of life connected to the internet through their mobile devices, market researchers have a better shot at getting the best marketing insights from a wider audience. The

www.quirks.com/articles/2019/20191105.aspx

usage of mobile devices is bringing new exciting opportunities in market research data collection in Asia.

However, there are several caveats when conducting mobile research in Asia, from language barriers to possible misunderstandings due to the region's rich cultural diversity. Based on our firm's experience in handling Asian panelists, there are different ways to overcome these hurdles and make mobile surveys satisfying for both market researchers and respondents. Conducting mobile research in the region can be very rewarding if done right.

Keep it short and simple. Shorter mobile content is always better. Simpler phrasings will be understood more easily. Additionally, simplifying your survey without compromising your objectives allows your translators to localize your study properly and provide the right cultural context for you and your respondents. The shorter and simpler your survey will appear, the more likely you'll retain your Asian respondents.

The screen space of a mobile device is a lot smaller than desktop devices so a survey that may look short on paper or screen may look longer on a mobile device. You should try to visualize and frame your questions as if you're viewing them on mobile devices. Keep them short so that they can be viewed without requiring your respondents to zoom in, scroll down the page or tilt their mobile devices horizontally. For example, if you're asking for your respondent's gender, you don't have to frame the question as "What is your gender?" A simple "Gender" will suffice.

Make it mobile-optimized. Some countries in Asia have insufficient mobile infrastructure, so there is some significant lag in connectivity in these parts of the region. If you want more respondents in Asia to receive and read your survey, you should optimize it and make it more accessible. Additionally, there are many Android users in Asia, so if you have survey features that won't work on basic Android devices, respondents may have difficulty answering it. Finally, keep in mind that pages or apps with heavy video or interactive elements can drain battery life and expend mobile data.

One effective way of mobile-optimizing your survey is breaking it up into small sections so that your respondents can focus on your survey through a smaller screen. In this setup, questions must be arranged in a logical manner to make it easier for your respondents to organize their thoughts and navigate the survey.

Avoid fancy features. Fancy features like sliders and click wheels might look good and enticing in online surveys but when it comes to hand-held screens, they are hard to interact with as they require a higher degree of dexterity. Additionally, their load time on mobile devices might take longer or they might not even load at all due to compatibility issues. You should use the simplest answering formats, such as checkboxes and text boxes. They will be much easier for respondents to read and interact with.

Minimize device scrolling. Continuous scrolling on mobile devices can affect the respondents' experience. It makes them exert more effort in completing your survey and there is a possibility that they might unintentionally push another button or swipe to another page, which can lead to further frustration.

There are two types of scrolling that you must be wary of. The first one is related to interlinking survey items or questions that are followed up with related questions. In this situation, your respondents will need to scroll back and forth to check their previous answers. It is both time-consuming and frustrating on mobile, so avoiding interlinked questions altogether is highly recommended.

The second instance of scrolling happens with single questions that have drop-down menus or selections that extend beyond the length of the mobile device screen. If an item requires a respondent to scroll down to read and answer, then it's too long for mobile format.

Test, test, test. Before sending your survey to your respondents in Asia, always check if it's suitable for distribution. You must make sure it is compatible with most mobile devices and operating systems and that it appears onscreen as intended.

You should also make sure your respondents will be able to complete the survey. It is highly recommended to send out a survey sample to a small number of respondents for testing first to check for quality. You should make sure there are no errors, offensive/taboo content or bias.

Great potential

Due to the high number of active mobile users and improvements in mobile internet penetration, there's great potential for mobile research in Asia. With mobile research tools already primed for Asian panelists, what market researchers need to have now is complete familiarization of different local cultures, as well as a clear understanding of a mobile user's mind-set to optimize their survey designs. Q

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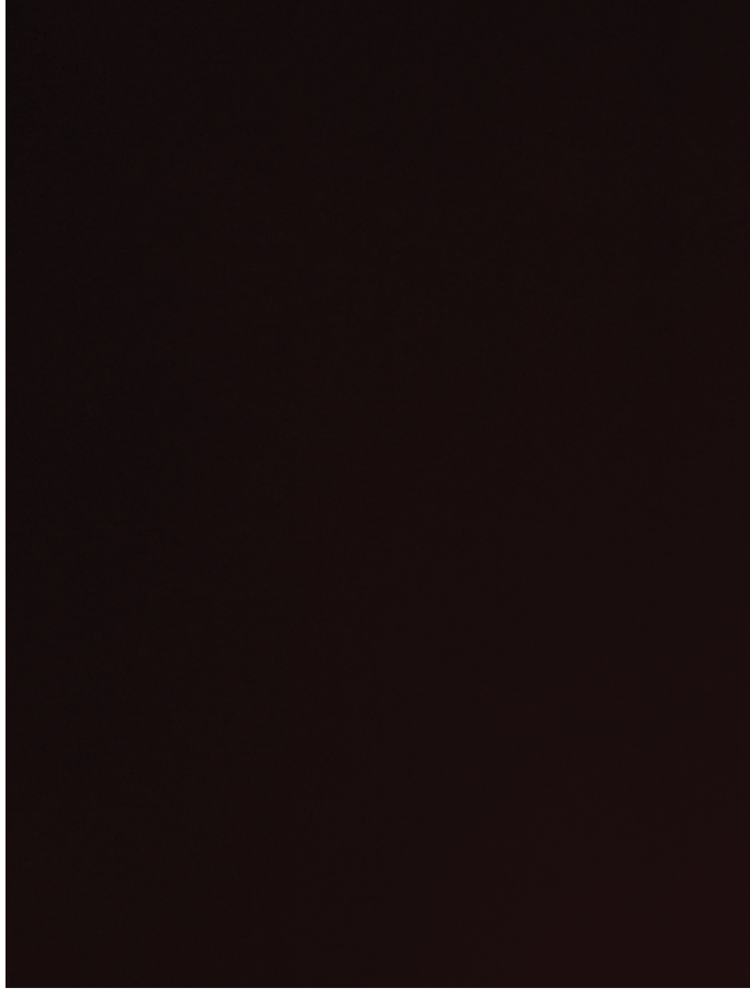

Fair market value part II

Evidence-based guidance for determining FMV for non-physician roles

| By Lynn Clement and Chris Claeys

snapshot

In a follow-up to their earlier article on determining fair market value for physician incentives, the authors look at fair market value for incentivizing non-physician respondents in health care research.

www.quirks.com/articles/2019/20191106.aspx

Fair market value (FMV) is a challenging issue, one that complicates the research process and can be felt at every level of our industry. As the demand for insights increases, the pressure to control compensation has also increased. Our previous research ("What's fair? "Quirk's, April/May 2019) provided evidence-based guidance around the appropriate incentive levels for several specific physician specialties.

While physicians remain an important stakeholder in product decisions, there has been an increased emphasis on other non-physician roles. Our research on health care purchase decisions has consistently shown less concentration around decision-making, with roles such as procurement, nurses, nurse managers, biomedical engineering and pharmacy gaining more and more influence. As these roles historically have not been the focus of survey research, there is little evidence around what they expect to be paid for participation. In addition, they tend to be less empaneled than their physician counterparts, leading to a more difficult recruit. Little is known about their participation rates and a review of our clients' FMV suggests there is an even larger gap between clients' FMV and expected compensation, particularly among C-suite roles. Similar to the previous wave, this research was constructed to understand fair market value for these non-physician roles and the impact of below-market compensation on participation rates.

Fair market value is the price, expressed in terms of cash equivalents, at which property would change hands between a hypothetical willing and able buyer and hypothetical willing and able seller, acting at arm's length in an open and unrestricted market, where neither is under compulsion to buy or sell and when both have reasonable knowledge of the relevant facts.[1]

The three universally accepted approaches to determining FMV are[2]:

The **market approach**, or "a general way of determining a value indication of a business, business ownership interest, security or intangible asset

using one or more methods that convert anticipated economic benefits into a present single amount."

The **cost approach**, or "a general way of determining a value indication of an individual asset by quantifying the amount of money required to replace the future service capability of that asset." The cost approach is based upon the principle of substitution – the premise that a prudent individual will pay no more for a property than he/she would pay to acquire a substitute property with the same utility.

And finally, the **income approach**, or "a general way of determining a value indication using one or more methods that compare the subject to similar businesses, business ownership interests, securities or intangible assets that have been sold."

For our industry, the market approach is the most reasonable but it is still complex. Arrangements are typically quite diverse and may not offer perfect comparables. As identified in the previous article, while there are vendors that specialize in assisting manufacturers with determining FMV, they typically focus on consulting engagements, not market research, where the value of their insights is difficult to quantify.

Sets their own

Currently, there is no universal standard or methodology for determining FMV for market research due to the complexities and variance of study design and respondent requirements. Each supplier and manufacturer sets their own FMV, balancing study criteria and response rate. The overarching goal in developing FMV is to identify and limit potential conflicts of interest without compromising the integrity of the research.

As there is no standard approach nor published guidance on the impact of compensation on participation, each manufacturer undertakes the process differently, yielding diverse results. In addition to highly variable FMV rates across manufacturers, we see several other distinct challenges such as: rates that were developed many years ago and are not adjusted for inflation or other market factors; tiered incentives for respondents with differing credentials or years of experience within the same study; and the approach of one standard hourly rate whereby the actual honorarium is calculated based on the time commitment, with no adjustments for methodology, incidence rate or universe size.

When creating your fair market value guidance, it is critical to steer away from one standard hourly rate. While it is impossible to determine FMV guidance for every possible research commitment, your FMV guidance should take into consideration several important engagement factors that impact participation rates:

Type of study or methodology. A typical qualitative interview or focus group is a more intensive research commitment, with a structured interview time, requiring a different and deeper level of focus and engagement than a quantitative study. Per-minute compensation should be higher than a quantitative study.

Input required. The complexity of the research study warrants consideration. A tracking study, standard message testing or simple rating-and-ranking exercise is less demanding than a more rigorous conjoint or choice exercise study.

Expected or required time. An easy 10-minute quantitative survey can offer a low incentive and still be attractive. As the time commitment increases to 30 minutes or longer, participation and interest drops. A straight-line increase in incentives corresponding to the time commitment will not optimize quality or participation rates.

Quota size vs. population size of specialty. One challenge that most clients fail to consider is the screening criteria and their impact on recruitment and participation. If you are targeting a procurement professional with minimal screening criteria and a high qualification rate (75% or above), a lower incentive may be acceptable. However, if you layer on multiple screening criteria and the incidence rate is low (<20%), you may need to screen through many procurement professionals to achieve your desired completed interviews. As they are also less likely to be in panels, you should consider increasing the incentive to maximize the response rate to achieve your goals.

Requirement to use a manufacturer target list. Most market research studies are completed using online panels, a group of health care professionals who have opted in to participate in research. When the universe is limited to a specific target list, we are limiting the number of targets within a panel that can be sampled. The impact is a much smaller group of respondents to target. In addition, although manufacturers might have a target list for recruitment it is typically at the facility level and does not include respondent name or contact information, making the recruitment process even more difficult. This either requires more custom recruiting using non-panel approaches, optimizing the response rate to the invitation by increasing the honorarium to make the research opportunity more attractive, or both.

How often a specialty is researched. The focus for this wave of the research is on non-traditional respondent types, like biomedical engineers, lab managers, quality staff, care managers, compounding pharmacists, procurement managers, etc. As their level of influence on procurement decisions increases so too does the demand for their insights. The challenge is that these roles historically have not been heavily researched or empaneled and, as a result, are much harder to recruit. Although their feedback is desired, typically the incentives offered are lower than what we see for physicians. This, compounded with access challenges, makes it critical to optimize the response rate to a research invitation.

So, overall, what is the impact of declining and highly variable FMV rates?

– Low response rates, in an industry where the response rates have historically been declining.

– Achieve less than desired number of completed interviews.

– Longer field period to achieve the desired number of completed interviews.

– Potential for respondent pool to be less representative of targets than desired due to selection bias because of the offered honoraria.

Table 1: Tested incentive amounts by study type and physician specialty

Quant 15				
CS	PROC	PD	Pharm & NP/PA	Nurse & NM
$19	$15	$34	$26	$12
$28	$22	$51	$39	$18
$38	$29	$68	$52	$24
$47	$36	$84	$65	$29
$56	$44	$101	$78	$35

Quant 25				
CS	PROC	PD	Pharm & NP/PA	Nurse & NM
$31	$24	$56	$43	$20
$47	$36	$84	$64	$29
$63	$48	$112	$86	$39
$78	$60	$140	$107	$49
$94	$72	$168	$128	$59

Quant 40				
CS	PROC	PD	Pharm & NP/PA	Nurse & NM
$50	$38	$89	$69	$31
$75	$57	$134	$103	$47
$101	$77	$179	$138	$63
$126	$96	$223	$172	$78
$151	$115	$268	$206	$94

Qual 45				
CS	PROC	PD	Pharm & NP/PA	Nurse & NM
$57	$43	$101	$78	$35
$85	$65	$151	$116	$53
$113	$87	$202	$155	$71
$141	$108	$252	$194	$88
$170	$130	$303	$233	$106

Qual 60				
CS	PROC	PD	Pharm & NP/PA	Nurse & NM
$75	$58	$134	$103	$47
$113	$86	$202	$155	$71
$151	$115	$269	$206	$94
$188	$144	$336	$258	$118
$226	$173	$403	$309	$141

**CS = C-Suite, PROC = Procurement, PD = Pharmacy Director, NM = Nurse Manager*

– Vendor masking of actual incentive amounts to ensure they can meet the desired number of completed interviews (rolled into recruit fee, travel stipend, etc.). This creates a lack of transparency in a highly competitive market, representing an ethical dilemma. Masking incentive amounts does not support the greater cause of fair compensation for respondents. If we cannot prove the FMV rates of a manufacturer are too low, we are not assisting our client partners in making the case for adjusting them.

– Panel partner refusal to conduct the recruit due to the impact on panelist relations from offering below market-rate honorarium.

Overall this leads to suboptimal outcomes that impact the quality of the insights and client confidence in decision-making and strategic direction. Due to these issues, we decided to conduct an in-depth study of FMV

Table 2: Analysis of variance results

Parameter	Degrees of Freedom	F-value	p-value	Cohen's F
Non-Physician Role	6	6.224	< 0.001	0.155
Study Type	4	58.12	< 0.001	0.387
Non-Physician Role x Study Type	24	0.827	0.705	0.113

rates. The key questions we sought to answer were:

- What do non-physician roles expect to be compensated for different types of research engagements?
- Is the average FMV rate adequate to achieve an acceptable level of participation (75%) in each type of research study?
- Does years in role, facility type or frequency of participation in market research impact willingness to participate at different incentive levels?
- And, lastly, are non-physician roles more willing to participate in certain types of research engagements than others?

Methodology

To answer these key questions, we developed a questionnaire that elicited likelihood of participation in varying market research studies at varying incentive amounts among C-suites, procurement, pharmacy directors, pharmacists, NPs/PAs, nurse managers and nurses. On average, the questionnaire was seven minutes in length and was fielded April 3-24, 2019. We recruited from a convenience sample randomly drawn from KJT Group's ClinicalVoice Community and SurveyHealthcare's online panel. In total, 87,311 pieces of sample were sent with 625 physicians responding and 425 completing the survey. Initially, respondents were not offered an incentive for completion; however, a small $10 incentive was offered toward the end of fielding to achieve the necessary sample sizes. To qualify for the research, respondents had to be in a qualified role with more than one year in that role. Sub-quotas were developed and monitored for years in role and setting, to ensure adequate representation.

The questionnaire specifically tested receptivity to varying incentive amounts for five types of market research studies: 1) 15-minute online quantitative survey (Quant 15), 2) 25-minute online quantitative survey (Quant 25), 3) 40-minute online quantitative survey (Quant 40), 4) 45-minute qualitative telephone in-depth interview (TIDI) (Qual 45), and 5) 60-minute qualitative in-person in-depth interview (IDI) (Qual 60). Incentive amounts varied for each role within each study type, with higher incentive amounts offered for studies requiring a greater time commitment. Exact incentive amounts (Table 1) were determined as a range (±50%, ±25%) around our clients' average FMV rate for each role by study combination; the middle price point was always the average FMV rate. To elicit participation likelihood, a Gabor-Granger[3] exercise was utilized. (Gabor-Granger is a sequential monadic method typically used for estimating price elasticity of a product or service. In this application, we used it to estimate incentive elasticity of market research participation.)

For each study type, respondents were shown a description of the study they'd be participating in, the average incentive amount and asked if they would participate. If they responded "yes," they were shown a lower amount; if they said "no," they were shown a higher amount. This repeated until the respondent reached either the end of the incentive range or until their reservation amount was reached. The order in which respondents were shown the five market research studies was randomized to avoid bias.

To formally test the impact of incentive amount on participation given study type and role, an analysis of variance (ANOVA) was utilized with reservation price as the dependent variable and study type and role as the independent variables. Given this analytic plan, sample sizes for the seven roles were determined a priori as n = 45 to provide adequate statistical power (80%). Our final sample sizes met this requirement with n = 45 for all roles except for pharmacy directors, which had n = 47.

Additional hypothesis testing on years in role (< 10, 10-19, 20+ years), practice type (hospital, office, other) and frequency of participation in market research in the past 30 days (0 studies, 1-2 studies, 3+ studies) were not considered in the determination of sample sizes since these factors could not be sampled to and therefore could not be balanced and were not used in the designed experiment. These factors were tested using an F-test, in a more exploratory nature and independent of other factors.

Table 3: Average (min, max) participation rates across specialties for the lowest, average and highest incentive amounts by study type

Study Type	Lowest Incentive	Average FMV	Highest Incentive
Quant 15	48% (27%, 67%)	84% (73%, 98%)	97% (89%, 100%)
Quant 25	44% (29%, 64%)	84% (76%, 96%)	97% (91%, 100%)
Quant 40	42% (27%, 56%)	85% (71%, 96%)	97% (93%, 100%)
Qual 45	27% (16%, 43%)	66% (51%, 76%)	80% (71%, 91%)
Qual 60	21% (16%, 28%)	52% (47%, 57%)	71% (62%, 83%)

Results

ANOVA results for the Gabor-Granger data are in Table 2 for main effects and two-way interaction terms. Notably, all main effects are statistically significant, while the two-way interaction is insignificant and with negligible effect size (Cohen's F). While the main effect of role is significant it, too, has a small effect size. This indicates that while the incentive decision makers expect to be paid varies by role, there are few meaningful differences by role with respect to the baseline FMV incentives tested in the research. For example, if incentives should be altered, they should be increased or decreased by the same proportion across all decision-making roles.

Post hoc analysis of pairwise differences for study type indicates that higher FMV rates are expected for both 45-minute and 60-minute qualitative studies as compared with 15-, 25- and 40-minute quantitative studies and for 60-minute qualitative studies as compared to 45-minute qualitative studies ($p < 0.001$ for all comparisons).

Separate F-tests assessed the independent impact of years in role, practice type and frequency of participation in market research in the past 30 days. Significant differences existed for < 10 years in role as compared to 20+ years ($p < 0.001$) with 20+ years requiring, on average, a 14% higher incentive amount. Significant differences also existed between cohorts of market research participation with those who have participated in three or more studies over the past 30 days requiring, on average, a 14% higher incentive than those who have participated in no studies ($p = .003$). No significant differences were found by practice type.

Turning to participation rates (Table 3), we see that online quantitative studies have the highest participation rate at the average FMV. For all study types the average participation rate drops below 50% at the lowest incentive amount. Further, when comparing the 40-minute online quant versus the 45-minute TIDI we see a large difference in participation rates across all incentive amounts. While the 45-minute TIDI receives a higher incentive for the additional five minutes of time (~$14 on average) this is not enough to compensate for the effort and scheduling commitment required for a TIDI. Similarly, while respondents receive a higher incentive for a 60-minute in-person IDI (~$42 on average) we see even lower relative participation rates as compared with a 45-minute TIDI; the additional incentive is incongruous with the additional time commitment and perceived effort. Lastly, we see that participation rates meet the 75% threshold at the average FMV for quantitative studies but not for qualitative studies.

Discussion

The results of this research are very consistent with the physician FMV research. Expectations for incentives are substantially different between qualitative and quantitative studies; however, current FMV rates are incongruous with this expectation. While non-physician roles are receiving a higher incentive for qualitative studies, the current rate does not maintain the same level of participation as with quantitative studies. For example, a 40-minute quant survey has an average 77% willingness to participate while a 45-minute TIDI has an average 59% willingness to participate – that's with five minutes extra time and an increased average incentive of $14. The perceived effort and commitment required to participate in a quantitative study is different than that of a qualitative study. FMV rates for qualitative research should be adjusted to optimize participation rates. Importantly, this tells us that a one-size-fits-all approach (one hourly rate for compensation) does not work; so, while we didn't observe large differences for quantitative studies we shouldn't assume that factors like incidence, quota size vs. population size of the specialty, role usage demand and list requirements won't affect participation in quantitative studies at average FMV rates.

Although in the physician wave of this research we did not see differences based on years of experience or survey participation, we did see important differences among the non-physician respondent types. If you are seeking respondents more experienced in their role, those with 20+ years require, on average, a 14% higher incentive amount. Those who participate in market research more frequently (three or more studies over the past 30 days) require, on average, a 14% higher incentive than those who have participated in no studies. Depending on what you are seeking among your sample mix, these may be important considerations for setting your incentive level.

Further, when evaluating the 75% participation rate, it is critical to consider that our results are amongst a convenience sample from an online research panel. Similar to our physician research, a key question remains: Is a 75% participation rate the right level of participation to try to achieve? These individuals are already predisposed to participating in market research. We should ask ourselves whether we would achieve this same result in a truly random sample. We hypothesize that participation rates would be lower and therefore may not meet the 75% participation threshold and strongly recommend that manufacturers who have one hourly rate for all methodologies reconsider their FMV guidance.

Even with these limitations, there is opportunity to leverage these results as guidance in determining your FMV strategy. Participation rates cannot be ignored and we must recognize that participation is greatly impacted for qualitative studies given the increased effort required for participation. Our research provides per-minute incentive guidance for our targeted roles by survey type as a practical guideline to achieve 75% participation levels (Table 4).

Continue to present a challenge

Until we align as an industry on an approach to determining FMV and what

Table 4: Required incentives for 75% participation rate by study type and physician specialty

	Quant 15		Quant 25		Quant 40		Qual 45		Qual 60	
Specialty	Total	Per Minute	Total	Per Minute	Total	Per Minute	Total	Per Minute	Total	Per Minute
C-Suite	$39	$2.60	$61	$2.44	$83	$2.08	$158	$3.51	$224	$2.60
Procurement	$27	$1.80	$47	$1.88	$81	$2.03	>$130	>$2.89	>$173	$1.80
Pharmacy Dir	$49	$3.27	$100	$4.00	$140	$3.50	$218	$4.84	$361	$3.27
Pharmacists	$46	$3.07	$64	$2.56	$106	$2.65	>$233	>$5.18	>$309	$3.07
NP/PA	$31	$2.07	$52	$2.08	$90	$2.25	$154	$3.42	>$309	$2.07
Nurse Mgr	$22	$1.47	$36	$1.44	$60	$1.50	$87	$1.93	>$141	>$2.35
Nurse	$21	$1.40	$33	$1.32	$54	$1.35	$102	$2.27	>$141	>$2.35

an acceptable participation rate is for market research, it will continue to present a challenge to market research execution. Inadequate incentive amounts lead to potentially biased data, longer fielding times and hesitance from sample vendors to engage in partnerships. This research was conducted to gain a better understanding of the impact these rates have on non-physicians' willingness to participate in market research studies and to provide guidance on FMV rates moving forward. In addition to greater flexibility when determining FMV rates to accommodate study complexity and engagement factors, we need to be aware of the varying expectations between qualitative and quantitative studies and stay vigilant of an FMV rate that will guarantee at least a 75% participation rate amongst our target population. A one-size-fits-all FMV rate is not an acceptable strategy to uphold the integrity of our insights and ensure that our most valuable resource, physician and non-physician health care workers, continue to provide their valuable input.

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snapshot

A diabetes case study helps Madhuri Pawar illustrate how causal models allow marketing researchers to develop strong, analysis-based explanations.

••• health care research

Integrating theory and measurement

Applying behavioral models to market research surveys

| By Madhuri Pawar

Over time, psychologists have integrated numerous theories and frameworks to develop models to predict and influence human behavior. As better approaches to understanding the human psyche emerge, these models are adapted and improved (thus, they tend to evolve). These models can be used by market researchers to better understand consumer decision-making and thereby create programs that could influence behaviors.

At the heart of these models are causal modeling techniques. Causal modeling is now recognized as a general approach for integrating theory with measurement elements of research. Previous research suggest that causal models provide four key benefits: 1) they make the assumptions, constructs and hypothesized relationships in a researcher's theory explicit; 2) they add a degree of precision to a researcher's theory since they require clear definitions of constructs, operationalization and the functional relationships between constructs; 3) they permit a more complete representation of complex theories; and 4) they provide a formal framework for constructing and testing both theories and measures.

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In short, causal models allow market researchers to develop explanations using strong analytic techniques.

Encouraging behavior change

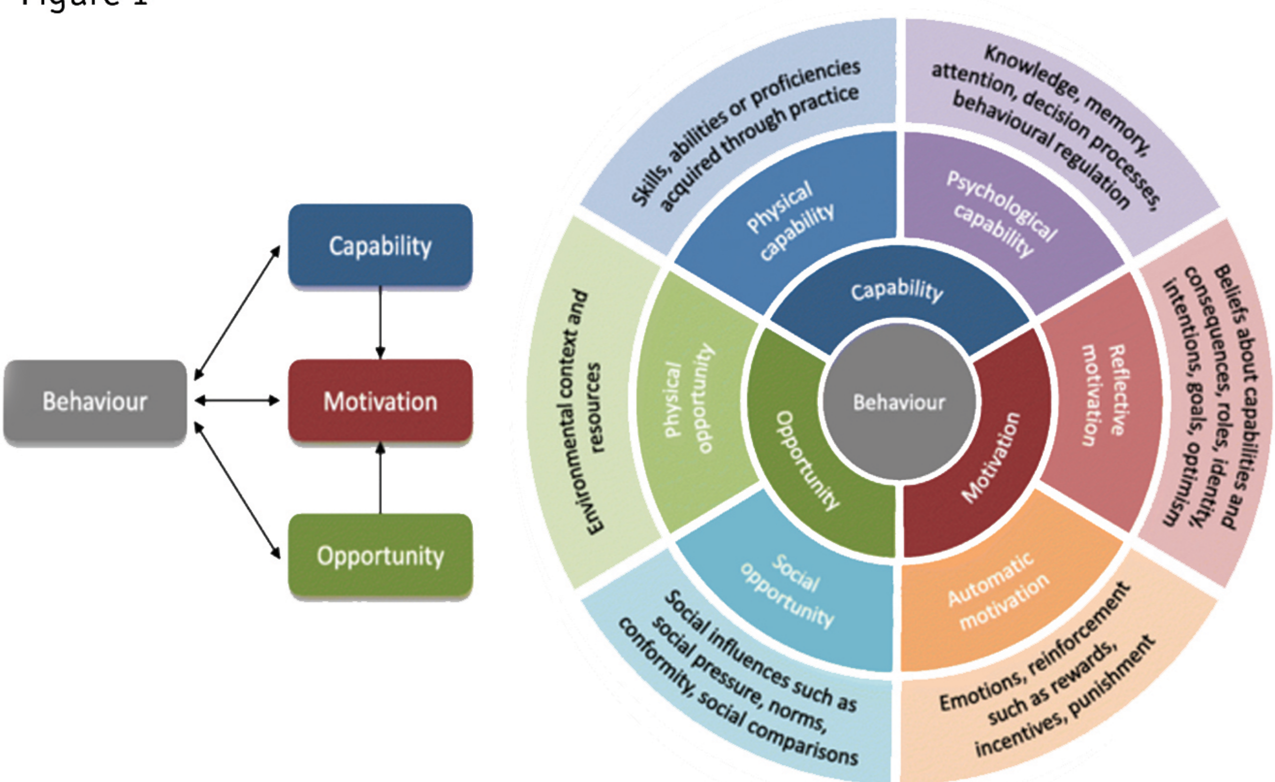
It is known that patients can make positive contributions to their own health by adopting particular heath-enhancing behaviors. Therefore, determining behaviors that influence health – and understanding factors that underlie these behaviors – has become key in the area of health psychology. Many theories have been developed and integrated to understand patient behavior. Understanding the determinants of behavior may be best approached by using theoretical models of human motivation. Further, identifying factors that drive or impede behavior can help in developing interventions and encouraging behavior change.

Some of the models that have been developed to predict and change health behavior include the health belief model, social cognition model and the protection motivation theory, amongst others. However, use of these models in commercial health care research has been limited, specifically in the area of quantitative research, because such studies will require conceptual work to determine what the key variables are. Further, the advanced analytical approaches needed to analyze the data can be challenging. Hence, in this article we discuss the use one behavioral model, COM-B, within the context of Type 2 diabetes, which can help overcome the above obstacles for its use in commercial research and give direction towards identifying and testing variables that effect behavior.

The article discusses the following areas (taken from an original research conducted among Type 2 diabetes patients):

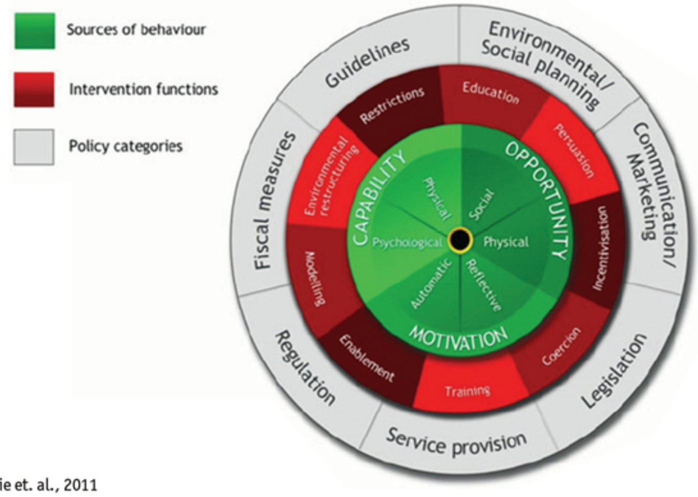
- how the use of one behavior change model, COM-B, can help in understanding determinants of important health behaviors among Type 2 diabetes patients;
- demonstrate an approach to analyze drivers of behavior using causal modeling;
- discuss analytic considerations in using behavior change models.

Figure 1



McDonagh et. al., 2018

Figure 2



Michie et. al., 2011

Table 1

Variables tested - independent variables			Dependent variable
Capability	Motivation	Opportunity	Behaviors
Subgroups • Physical capacity • Patients' knowledge about self-care measures • Having clear goals for management • Perceived complexity of the effort needed	Subgroups • Patient's perception of illness - worry about its impact on life • Beliefs and attitude towards self-care measures	Subgroups • Family support • Social factors • Access to healthcare • Stigma • Relationship with HCP	• Diet • Exercise • Blood glucose monitoring • Adherence to medications • Joining support groups • Nutritional counseling • Using health related apps

The COM-B model

The development of behavior change models results in identifying and categorizing various factors that underlie important behaviors. The COM-B model takes into consideration three psychological factors that explain human behavior, which are linked to fruitful targets for developing interventions. According to the model, three components – capability, opportunity and motivation – interact to generate behavior that in turn influences these components (the COM-B system) as seen in Figure 1. This model hypothesizes that behavior is part of an interactive system involving all these components. It also explains why certain behaviors are not engaged in. The model can be used as a starting point to design interventions that address each of these components, depending on its importance in influencing a specific behavior.

Capability is defined as the individual's psychological and physical capacity to engage in a specific activity. It includes having the necessary knowledge and skills to perform a behavior. **Opportunity** is defined as all the factors outside the individual that make the behavior possible or prompt it. This includes the individual's physical and social environment and external resources available to them. **Motivation** comprises all those brain processes that energize and direct behavior, not just goals and conscious decision-making. This includes habitual processes, emotional responding, as well as analytical decision-making.

We chose the COM-B model because it is comprehensive and dynamic, where several distinct explanatory components are outlined that influence the COM attributes; thus, additional potential influences on behavior can be considered and can be applicable to all behaviors. Additionally, this dynamic framework also explains how the performance of behavior can in turn influence the COM attributes. COM-B lies at the center of the behavior change wheel (BCW), Figure 2, a toolkit for designing behavior change interventions, and is the starting point of intervention development. COM-B components can be mapped onto the BCW and the behavior change technique taxonomy which facilitates the selection of intervention strategies that are likely to be appropriate and effective in addressing the barriers and facilitators for each component.

Application of the COM-B model – case study with Type 2 diabetes patients

Apart from taking medications, self-care measures are crucial for diabetes management. Because the vast majority of day-to-day care in diabetes is handled by patients, there is an important need to understand and measure the influences of self-management of the condition. There are seven essential self-care behaviors in people with diabetes which predict good outcomes. These are: healthy eating, being physically active, monitoring of blood sugar, adherence to medications, joining support groups, nutritional counseling and using health-related apps. To understand the influences of these behaviors, we used the psychological model, COM-B. Along with understanding the factors, the model can also help in designing interventions that encourage behavior change.

Participants in this study were recruited for a web-based survey from a U.S. consumer research panel. A total of 1,698 respondents participated in the study. All respondents reported that they had been diagnosed by a physician with Type 2 diabetes. Quotas were set to make the sample representative of the U.S. Type 2 diabetes population.

Operationalizing COM-B for Type 2 diabetes

Composite variables representing the three domains in the COM-B model were created. Comprehensive reviews from previous qualitative and quantitative studies of health behaviors among patients were used to identify and map different factors associated with behaviors as listed in Table 1.

For capability, physical and psychological capability were measured by asking about the respondents' physical capacity, knowledge about self-care measures, goals for management and complexity of the effort needed. Opportunity was measured using variables that represent extent of family support, social factors, stigma and relationship with HCP. Motivation was measured using variables that represent patients' perception of illness, beliefs and attitude towards self-care measures and outcome expectations.

Table 2							
Dependent variable		Independent variables	Estimate	S.E.	P	Standardized estimate	Model statistics
Behavior 1 - Exercise	<---	Capability	-0.165	.103	.111	-0.0728	R square- 0.118 Chi-square- 146.606 Sig. 0.000
	<---	Motivation	1.037	.106	***	0.3193	
	<---	Opportunity	-0.501	.128	***	-0.1753	

Table 3							
Dependent variable		Independent variables	Estimate	S.E.	P	Standardized estimate	Model statistics
Motivation	<---	Capability	.135	.024	***	0.194	R square- 0.023 Sig. 0.000
	<---	Opportunity	-.061	.031	.047	-0.070	

These independent variables were included in the survey as statements to which respondents answer with their agreement using a five-point agreement scale, where 1 was "strongly disagree" and 5 was "strongly agree."

We analyzed the internal consistency of the constructs and their subgroups using Cronbach alpha scores. This estimates the reliability of the instrument by measuring the internal consistency of the items. It also helps to identify troublesome items. Further, the validity of each subgroup suggested in the theory was checked using confirmatory factor analysis. The dependent variables (behaviors) used in the survey were dichotomous (yes/no). The analysis for each behavior was performed individually.

Path analysis with logistic regression

Data were analyzed through path analysis with logistic regression using IBM SPSS Statistics. Path analysis is used to evaluate causal models, allowing for a richer understanding of the relationships between and among the examined variables. There are several advantages to path analysis that account for its continuing popularity: 1) it provides a graphical representation of a set of algebraic relationships among variables that concisely and visually summarizes those relationships; 2) it allows us not only to examine the direct impact of a predictor on a dependent variable but also to explore other types of relationships, including indirect and spurious relationships; 3) it indicates, at a glance, which predictors appear to have stronger, weaker or no relationships with the dependent variable. Logistic regression allows for prediction of the dichotomous dependent variable Y based on a collection of X variables. We then used the standardized beta scores as input for showing the impact in path analysis.

The analysis was done in three steps.

Step 1: Direct effect. First, we examined the direct effect of the independent variables (capability, opportunity and motivation) on the dependent variable (behavior) using logistic regression. We also examined the effect of capability and opportunity on motivation using linear regression, as suggested in the COM-B framework.

Step 2: Indirect effect. We then calculated the indirect effect of the independent variables (capability and opportunity) on behavior through its effect on the other independent variable (motivation) as suggested in the model (i.e., indirect effect of capability and opportunity via motivation on behavior).

Step 3: Effect of subgroups on behavior. We ran logistic regression to see the effect of each subgroup within the three constructs on behavior

Results

Different regression analyses were performed to obtain the beta coefficients needed to populate the path diagram and check the statistical significance of direct effects for each dependent variable. The details of the regression analyses are presented here, reporting beta coefficients.

Table 2 shows the direct effect of the three independent variables on exercise. This regression model is significant overall ($p<0.01$) and the variables account for 11% (R-squared) of variance on Behavior 1 - exercise. Motivation and opportunity ($p<0.05$) are significant predictors in this model.

Further, the model suggests that motivation is influenced by capability and opportunity. To confirm, we ran linear regression to see the effect of capability and opportunity on motivation, shown in Table 3. It appears that capability

Table 4					
Variables in the equation	B	S.E.	Sig.	Standardized estimate	Model statistics
Capability	-0.125	0.116	0.279	-0.0554	R square- 0.13 Sig. 0.000
Opportunity_ family support	-0.198	0.074	0.008	-0.0898	
Opportunity_ stigma	-0.327	0.105	0.002	-0.1501	
Opportunity_ access	0.181	0.094	0.054	0.0908	
Opportunity_ HCP relationship	-0.118	0.083	0.153	-0.0560	
Motivation_ beliefs toward self-care	0.618	0.117	0	0.2109	
Motivation_ illness perception	0.427	0.088	0	0.1974	
Constant	-1.755	0.643	0.006		

and opportunity ($p<0.05$) are significant predictors of motivation.

From this, we calculated the indirect effects of capability and opportunity on behavior. The approach used in calculating the indirect effect coefficients for path analysis models is to first regress the last variable in the causal order on the prior two variables, then to regress each endogenous variable in turn, working back from the last to the second variable in the sequence, on the variables that precede it in the model. We use the standardized coefficients in this. Example shown below:

Indirect effect

Capability to motivation to behavior (exercise) = (0.194) (0.3193) = 0.0619

Opportunity to motivation to behavior (exercise) = (-0.070) (0.3193) = -0.02235

Total effect

Capability to behavior = (-0.0728) + (0.0619) = -0.0109

Opportunity to behavior = (-0.1753) + (-0.02235) = -0.19765

Additionally, we also analyzed the impact of each subgroup within motivation and opportunity on behavior. As shown in Table 4, we see that motivation in terms of beliefs towards self-care measures ($p<0.01$) has the most influence on behavior (exercise). Apart from that illness perception ($p<0.01$), family support ($p<0.01$) and stigma ($p<0.01$) are significant contributors.

Similar to the above analysis, we ran logistic regression for each behavior. We saw that diet, blood glucose monitoring and adherence are significantly impacted by motivation (both beliefs toward self-care and illness perception) and opportunity (when measured collectively but no significant effect of individual attributes when broken down in step three). Participation in support groups is affected by motivation (when measured collectively and only by illness perception when broken down in step three) and opportunity (when measured collectively and only by access to health care when broken down). Nutrition counseling is influenced by capability and motivation (both beliefs towards self-care and illness perception) and by opportunity (when measured collectively and only by stigma and family support when broken down in step three). Finally, use of apps is influenced by motivation (both beliefs toward self-care and illness perception) and only by family support within opportunity.

From the analysis we see that important activities like diet, blood glucose monitoring and adherence are significantly influenced by both attributes of motivation and by opportunity when measured collectively. However, additional behaviors like participation in support groups, nutritional counselling and app use is affected by individual opportunity attributes like access, stigma, family support and even capability (specifically for app use), in addition to motivation attributes. Developing interventions using the behavior change wheel to target these factors can encourage these health behaviors.

All the COM-B models tested above (for each behavior) are statistically significant. In the case of low R-squares, it is possible that additional predictors within capability, opportunity and motivation could increase the explanatory power of the model. However, in other cases, the data contain an inherently higher amount of unexplainable variability. Nevertheless, p-values still indicate significant relationship between predictors and the response variable in the causal model and can be used to design interventions to target the important predictors.

Better understand the factors

Causal models, like COM-B, can provide a strong theoretical background for building questionnaires which can help commercial market researchers to better understand the factors that underlie specific behaviors (like product or service usage, preference for a product category etc.). These insights can be leveraged to design interventions that address the factors identified to improve adoption of those behaviors. The approach used in this research for examining factors and analyzing causality provides a potential template in how these models could be effectively incorporated into commercial market research. While path analysis has traditionally been used in this context, analyzing this or other behavioral models utilizing newer approaches like Bayesian networks may also be worthwhile. Researchers could also explore the use of this model in non-health care settings to help develop interventions that meet customer requirements and encourage specific behaviors.

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NEWS

• • • youth research

Make it a family affair

Parents as partners in kid/teen research

| By Pam Goldfarb Liss

snapshot

Pam Goldfarb Liss outlines the value of including parents in qualitative research with kids and teens.

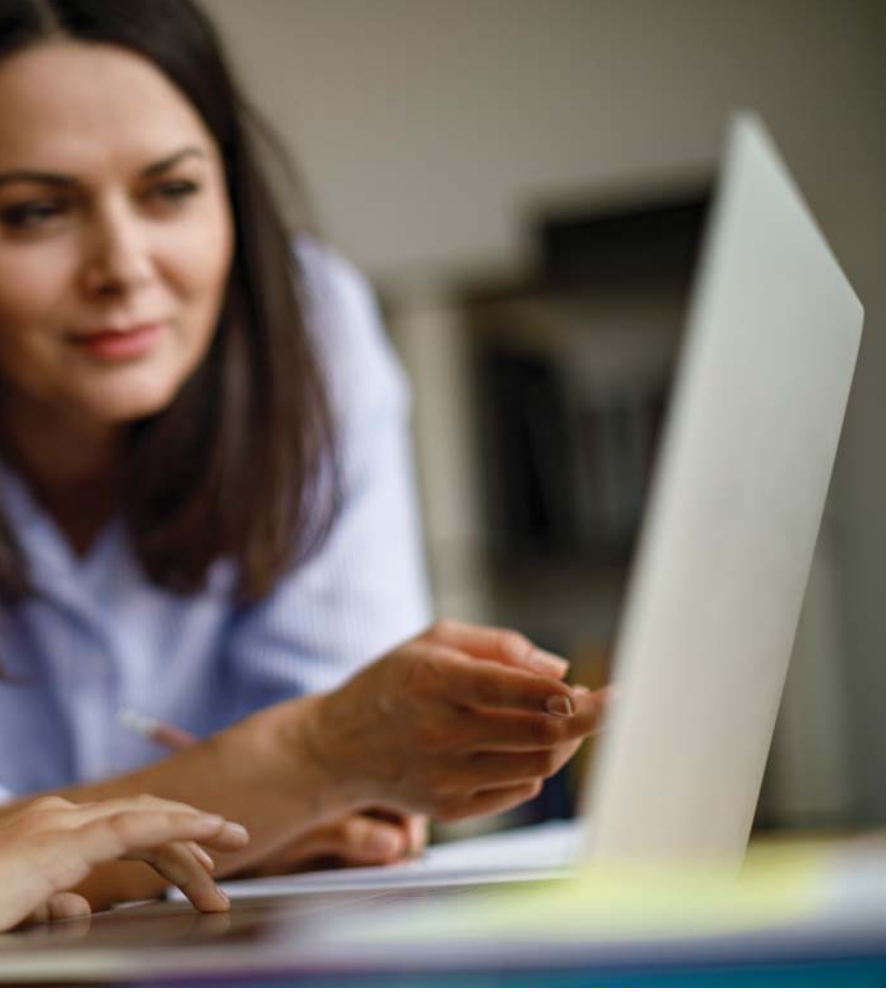
www.quirks.com/articles/2019/20191108.aspx

Ever wonder what to do with parents when working with kids and teens in online qualitative research projects? Parents are already "recruited" as part of every kid/teen project – why not use their input to support your kid/teen learning, too?

For many years now, I have used an important two-part recruiting process that encourages interviewing parents first, then children. This ensures that children under 18 are articulate, savvy consumers of your client's product or service. It also is an opportunity to bring parents into the process beyond just getting their permission for their kids to participate. Most often I make parents a part of both my in-person and online work to create a feeling of transparency and cooperation. The result of this collaboration produces a feeling of safety in our data-weary world to encourage a more productive kid and teen respondent – especially more recently with Generation Z.

Some of the factors that contribute to why parents make a great team with their kids in research projects both online and in-person include:

- A Bloomberg article from August 2019 explains that kids and teens ages 10-25 say that, of the top three people they admire most, parents are up there with God and major celebrities.
- The once-helicopter parent of the Millennial generation is now considered a guide and a friend to this Generation Z child or teen.
- According to a 2018 Pew Research study on Generation Z, children are given autonomy and encouraged to contribute their opinions in major family decisions, thus making consumer research with a parent-child/teen pair a productive and dynamic peek into real-life purchase processes.
- Kids and teens are actually changing the world on issues where parents have been stymied, including a recent global school walkout for climate change and gun control issues here in the U.S. Now more than ever before, kids and teens are empowered to make a difference with their opin-



ions. This is a perfect world for great kid-parent dynamics in research, as both are savvy consumers and citizens.
- There's a lot of opportunity for researchers to learn and observe how Generation Z spends their time – online especially. Since current data-protection laws require younger respondents to have parental permission to participate, it is necessary to involve parents – and these laws are only evolving into stricter age limits from under-13 to under-18 years in the U.S. and globally.

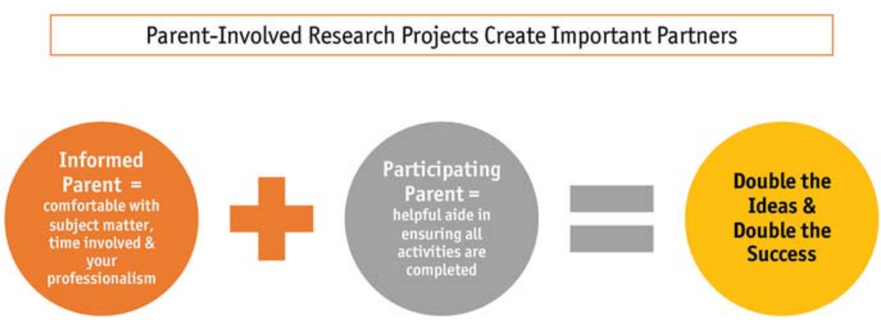
As research partners, parents help ensure that kids participate fully, because when parents feel that a study is fun their kids will, too. Here are a few of the ways I involve parents in both my in-person and online research methodologies:

- As a matter of safety and practice, I first recruit children and teens under 18 through their parents and then I talk with every child or teen before inviting them to participate in my research projects.
- I provide an introductory/welcome letter addressed to the parents that includes a broad subject overview, an outline of time involved in completing the research and my photo and professional background to ensure that parents are comfortable with their child's involvement in my research project.
- Children under 18 are required to be driven by a parent to my research projects to ensure parental permission. I get great show rates for in-person work with kids and teens because I insist on parents being present as much as possible for my research.
- Knowing parents will be present at my in-person methodologies, I incorporate parents through exercises about product usage and ideals to be completed in the facility lobby.
- When doing in-home interviews, I ask parents to join us after our discussions with children and teens to hear from their child about what we covered and ask their opinion about some purchase behavior so I have a full context of what happens in their home. I also allow attending clients to ask productive questions of parents about their purchase decision process if they'd like.
- In online research – even with webcam or chat groups requiring only children or teens – I ensure there is a question for mom or dad to contribute before or after the conversation with an eye on providing context to purchase behavior or ideals in the home.

Better participation rate

When I involve mom and dad in research with kids and teens, it's an almost guaranteed better participation rate for the following reasons:

- Mom and dad model good participant behavior for kids and teens through timely attendance when contributing to in-person work or by logging in and helping their child stay on top of the activities remaining. It's like they are working for you to help the kids stay on track much as they do with their child's schoolwork.
- Parents are excited about the fact that their child's opinions are important to companies because they are definitely important opinions



There Are Many Ways to Incorporate Parents in Research

Parent Smartphone = Family Camera
- Create activities where each films or photographs a daily activity of the other
- Gather each perspective in a separate homework or online activity that can capture family dynamic

Field Trip Together
- Pay small stipend for a shopping trip or excursion where parent observes child completing activity
- Ensure this is both photographed and video-recorded

Give Parent a Separate Activity
- View parent as "context provider" with views on prices, family rules and ideals
- Allow parent to mark their views separately with lobby activities, collages or polls as context to kid/teen input

to how their households operate. It's a genuine dynamic where opinions matter and this generation is empowered by its opinions, as evidenced by so much of what we see in the news every day and their role models that include teen bloggers and social activists.

- Many parents in my studies are surprised or enlightened by their child's answers, which spurs family discussion and more ways to connect – so much so that I often get requests to participate in future studies.

Teacher becomes the student

A fun new dynamic in our research occurs between many parents and their children where the teacher becomes the student. This is often due to the digital divide, where parents are behind children in knowing current shopping tools and the media content that informs a great deal of purchasing behaviors and education. Kids and teens have become passionate advocates for issues of great future impact and inspire their parents as well. They are often more savvy shoppers or researchers on issues and need states, using online and mobile tools that their parents often forget about or don't use as effectively. Although online and mobile methodologies offer a comfortable place for parent and child to share more surprising or intimate things about themselves, I also see the dynamic of parents becoming the student often with in-person work because of the digital divide. Although kids and teens are still more comfortable telling intimate things about their lives to me separate from their parents, most see themselves as savvy guides to a new digital world that affects so much of family decisions. Kids and teens see themselves as smart guides who know how to find important information to help their parents make smarter decisions. The way that I work with Generation Z kids and teens is similar to but different from the way that I did with Millennials, who did not have that comfort with their parents.

Respect Today's Privacy-Concerned Parent
- ❑ Understand that the digital world today includes a lot of fear for parents who want to know who's behind every study requesting their child's participation
- ❑ Consider applying current global and national privacy rules to under 18 ensuring parents are informed until child reaches voting age in most countries
- ❑ Give parents information on project with general subject matter, expected time investment and your background, in the interest of being as transparent as you can without pre-biasing child and teen respondent

Powerful partnership

Parents are going to be a part of your studies with children under 18 even if they aren't in your study. In the U.S., a new bipartisan-endorsed addition to Children's Online Privacy Protection Act (COPPA) is soon to be passed as I write this article in 2019 and it will even allow parents an "eraser button" that would let them remove all of their child's data from services, so that, without parental permission, your study could collect data that would be required to be removed if not properly vetted by these rules. This new COPPA law is also looking to move the age limit from 13 to 18 to ensure better data protection. GDPR has similar but more proactive requirements for collecting data from children. Across my more than 25 years of experience working with kids and teens, I have required parental permission for under 18 years old for all research projects. Partnering with parents doesn't have to be just abiding by these rules – it can also create a powerful partnership.

Small stipend

As a general rule of thumb, I do pay my parent partner a small stipend to participate with their child. This ensures an incentivized partner who will be more productive in bringing their child to my research location or assisting to get their child to participate fully online, as much as their small participation provides transparency to them on what I am asking of their child. It is usually a nominal amount of $25 to $50 compared to a child's larger stipend.

Partnering with a parent in kid and teen research is something I've long found productive and I encourage my quantitative research partners to do so as well as it ensures a calmer parent and a more willing child or teen participant. And today, especially with Generation Z, it's an essential formula for success.

Pam Goldfarb Liss is founder of Minneapolis research firm LitBrains-Igniting Ideas! She can be reached at pam@litbrains.com.

••• seniors/mature research

Older and wiser but not always happier

Mid-life consumers confronting change, societal perceptions

| By Tanya Krim

snapshot

As they navigate familial and workplace dynamics, a study finds the Sandwich Generation taking stock of their lives and roles.

A recently completed qualitative research study (sponsored by my firm and some fellow gerontologists) clearly indicates that many members of the mid-life stage segment find themselves increasingly incapable of understanding much about the world at the moment. The older they get, the less they understand. Who would have thought that would be the case, they muse?

The reality is that the mid-life stage is complex, perplexing and often totally incomprehensible. For many years this age cohort (now somewhere in the early-late 50s space) has been called the Sandwich Generation. There are all kinds of fillings for sandwiches – jelly, egg salad, tuna, lettuce, tomato, cheese and avocado, to name but a few. So on the one hand, they have decided that this nomenclature does not do their situation justice as it's not one-size-fits-all. On the other hand, it sums up the variety of different situations they may confront at this time of life quite accurately.

For those with children, top-of-mind is the complicated navigation of their familial role; interactions with one's young adult children fleeing the nest and aging, obdurate parents with a myriad of physical and emotional needs. It is difficult for them to assess with any accuracy which of these two is more emotionally taxing: the heartache suffered watching one's children wade into the challenging, heartless ocean of dating and employment or the pain experienced witnessing the gradual demise of parents, observing the waning of their physical and psychological stamina. For many, there is an obligation to be flexible enough to travel to support their needy older adult relative residing in another part of the country. At this life stage, obligation calls 24/7, even if one is feeling depleted.

When all is said and done, the emotional complexities experienced at this life stage may lead an individual to feel much like a very tightly foil-wrapped egg salad sandwich – there is no wiggle room, just the acknowledgment that one is certainly going to be taken along for the ride.

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Causes turbulence

Additionally, this life stage consists of a smorgasbord of other unpleasant experiences, each of which causes additional turbulence. Many men and women in this cohort are still vibrant, interested in looking good, engaging in all types of physical activities, socializing, acquiring new skills, learning more about the world and making a valuable contribution to it. They may have a few wrinkles residing beneath their eyes and some impertinent gray hairs sprouting on their head but their essence, they observe, is not radically different from that of a person in their mid-30s. They still laugh uncontrollably at risqué jokes, splurge on a ridiculous pair of sexy, 4-inch red stilettos or a bottle of 100-year-old scotch and know which new movies are available on Netflix – all the while shouldering weighty responsibilities at home and work.

For some, an additional source of concern is their uncertain employment status. There is a growing recognition that 50 years of age is when well-educated, capable individuals may suddenly be deemed too expensive, experienced and threatening to the younger cohorts either entering the workplace or already operating there. The 50s folk can sometimes conveniently be perceived to be a little technologically out-of-touch (although this is not always the case) as this might also make them expendable. Many respondents are fully cognizant of the elephant-in-the-room ageism issue that hovers over the interview process. They know that a 32-year-old manager might be reluctant to report in to a talented, experienced 50-year-old director or to hire a dynamic 54-year-old consultant and show him/her respect. They know that their level of work and life experience, emotional intelligence and talent can be unnerving for their younger counterparts. They recognize that many of them do not appreciate the wells of experience and empathy that older individuals offer and/or do not view the receding hairline, creases under the eyes or laugh lines by the mouth as stripes well-earned. Instead, they seem to regard them as disempowering, unpleasant harbingers of their own aging process and mortality. Consequently, they do not even permit themselves to entertain the possibility of how beneficial intergenerational interaction in the workplace might be for all involved on a practical and emotional level – in the short and long-term.

Another ingredient in the Sandwich Generation sandwich is the loss which generally accompanies this life stage. Loss of parents, parents' close friends (with whom one may have forged a tight bond) and even the untimely death of one's own friends from mental or physical illness – breast cancer being cited frequently by the female respondents. For most, each funeral serves as a reminder of the passage of time, the need to appreciate the blessing of each day, to look for the good in life and others, to love fully and to commit to "doing the right thing."

Reevaluate friendships

Sadly, many remark that the natural losses experienced are matched by other losses which sometime feel preventable. Another unpalatable reality for the Sandwich Generation is the need to reevaluate one's friendships. This is the life stage which is synonymous with spring-cleaning the closet of friendships and letting go of those people who are no longer a good fit.

Regardless of one's geographic location, socioeconomic status or ethnicity, respondents regard this friend reshuffling process as a kind of rite of passage. Disappointment in and termination of certain friendships is a common leitmotif – especially among women. They surmise that the level of closeness with other women is often deeper than that experienced by their male counterparts with their friends, so the intensity of the disappointment is greater. The recognition that someone has failed to be there for them during a time of need is often a sobering call to action at this stage when patience and tolerance levels tend to wear thin. Women refer to friends who were supportive and available when there was sickness and/or emotional pain as well as those who were absent. Observations are also made about those who knew how to share some of the "minor" joys but were then riddled with jealousy at other milestone moments such as a promotion at work, a child's academic/athletic success or engagement and marriage. Their failure to stand up in defense of a friend when others unfairly maligned them or spread vicious rumors is also cited as a reason for the collapse of a friendship.

Many of this 50+ cohort confess to furnishing the hope that the trials and tribulations of life (and death) would have taught the value of warmth, caring, empathy and generosity of spirit to their peers. However, the reality is different and they are frequently forced to acknowledge the small-mindedness, self-centeredness and hypocrisy of their peers who, although older, are obviously not wiser. The eviction of a person who lacks basic common decency or a moral compass from one's inner circle emerges as yet one more weighty mid-life stage decision which can result in a prolonged period of pain and grief. A complicated exit strategy is sometimes also called for, which makes this process all the more uncomfortable.

The usage of social media is also perceived by these respondents to be both a blessing and a curse as it allows them to feel connected to others as well as disconnected from them. "Post and boast" is perceived to be a very negative cultural phenomenon as it can make individuals feel deprived, alone and depressed. As such, it can serve as an additional source of malaise and sadness.

The general consensus among our middle-aged respondents is that life in 2019 is fragile, complicated and frightening for many individuals – not just their own age cohort. Given the fact that so many of the big issues are unfixable, many believe that it is advisable to bring some light and beauty to their own little patch – their home and workplace communities. This, they state, can be achieved by making an effort to treat one's fellow travelers with empathy, warmth, understanding and thoughtfulness – by remembering to be kind because everyone out there is fighting a battle about which others know nothing and by recalling Audrey Hepburn's observation that: "As you grow older, you will discover that you have two hands. One for helping yourself, the other for helping others."

Present a huge opportunity

The insights gleaned from this study reinforce the need for marketers and market researchers to start to focus more on this large, powerful and frequently ignored age cohort, because they not only have talent and valuable information, experience and attitudes to share with their younger counterparts in the workplace but simultaneously present a huge opportunity for the development of new products and services. These might include personal care products (developed for aging skin and hair), pre-packaged food kits for those with chronic conditions requiring special dietary and nutritional intake (such as diabetes) as well as private transportation or errand services.

Collecting their input into how to create retail environments which are more age-friendly will also lead to valuable recommendations which can ultimately boost sales. Examples might include placement of chairs/benches in different areas of stores to allow weary individuals to rest for a while; while sitting, these older adults might either catch sight of an item they need or think about one they had previously forgotten to add to their list. Lowering the height of shelving to ensure easy access for arthritic fingers or painful rotator cuffs is also likely to enhance the chance of an older adult making a purchase at-shelf rather than deciding to walk away from it due to difficulty accessing it.

The study also highlights the importance of selecting research vendors and methodologies for a study with older adults. Efforts must always be made to research and hire vendors who are both willing and adept at recruiting this target audience segment for online interviews as many are either unable and/or unwilling to do this. Some are also negatively predisposed to dealing with them, in part because they assume – erroneously – that they are all technologically inept. Careful screening of respondents also helps identify those (usually 65-80 years of age) who are truly suited to participating in an online study versus those who are less equipped to do so.

A range of traditional as well as more contemporary research methodologies – including in-person or online mini-groups, one-on-ones, dyads and triads – work effectively with this target audience segment as they are not too overwhelming and loud. Online methodologies are generally best reserved for those with greater technological aptitude. Older adults are actually the fastest-growing group of online users. Today, 67% of adults 65 and older say they go online. Fully 82% of 65-69-year-olds are internet users and two-thirds say they have broadband internet connections at home. On the other hand, fewer than half of seniors 80 and up (44%) report using the internet and just 28% say they have broadband service, according to Pew Research Center data. Adoption rates for seniors in their 70s fall in between these two groups.

Given that the brain of an older adult generally processes information at a slower rate than that of their younger counterparts, it is also important to extend the duration of each interviewing session. This helps ensure that each older respondent has adequate time to express him/herself without feeling too stressed or rushed as many are aware that their processing function has slowed. For example, a one-on-one interview (online or face-to-face) featuring new product or advertising concepts which can be completed in one hour with younger respondents is likely to take an additional 20 minutes with older adults. The good news is that a patient researcher and innovation-focused client will frequently unearth some rich insights from these older adults as theirs is a generation which prizes substance and quality over the "nanosecond" input.

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Make it matter

How brands can engage NextGen consumers

| By Joeri Van Den Bergh

snapshot

The author offers five ways to capture the attention of young shoppers: personalize, 'advize,' humanize, evangelize and fetishize.

Welcome to the dawn of a new generation of consumers. In today's post-truth society, change comes rapidly and unexpectedly. The current young population (Generation Y – a stratum of what marketers, researchers and media typically refer to as Millennials – and Generation Z, Millennials' natural successors) is the most diverse and best-educated generation ever. They have been shaped by technology and are true marketing game-changers.

And while these Millennials – we'll call them NextGen – have started entering the job market in the last 10 years, they're doing so now in increasing numbers; it is estimated that by 2020, Millennials will constitute over 50% of the global workforce.

But their presence will not only mark the future workforce; the share-of-wallet of these "screenagers" grows with the year. Today's younger generation have skills, preferences and attitudes that challenge not only existing business models but traditional marketing models as well.

Are brands prepared? Not just for the potential culture shift they may experience (or need to facilitate) within their organization but prepared to engage with this next generation in a way that resonates with the consumer of tomorrow? As they increasingly become professionals and active consumers, it behooves brands to start interacting and co-creating with this generation today. But where to start?

Time is scarce

For NextGen time is scarce and valuable. According to our firm's research, no less than 47% of Gen Z and 43% of Gen Y feel very, very busy, a feeling which is increased by screens. In the past we were constantly zapping and zipping. These days another screen has taken over from the TV screen: our mobile phone screen. In comparison with other generations, Millennials are multi-screening twice as often and for Gen Z this even goes up to 3.5 times as often.

A huge competitive advantage for companies lies in helping consumers save time.

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Research by Microsoft has shown that the average attention span has gone down from 12 to 8 seconds between 2000 and 2015. The younger generations are becoming more and more impatient and expect brands to be very flexible and to react continuously to changes.

Ditzo, a Dutch insurer, understood the rules of today's attention economy and allows customers to send in their insurance claims via WhatsApp – quick, straightforward and without unnecessary fuss. Or beauty bloggers introducing "skipcare" – an extensive morning routine with dozens of makeup products is replaced with a simplified four- or five-step version. This trend is inspired partially by the increased time pressure and partially by sustainability and health.

The younger generations are becoming more and more impatient and expect brands to be very flexible and to react continuously to changes.

Here are five ways to ignite attention from NextGen:

Personalize (or rather, hyper-personalize)

Marketers are all too familiar with the concept of personalizing a product or solution; Coca-Cola enjoyed massive success when it offered its consumers the opportunity to put their name on a Coke a few years ago. However, when it comes to the NextGen, that's just scratching the surface of what one can do in terms of personalizing a product. A recent example would be the Bandersnatch episode of Netflix's Black Mirror, which gives control of the story to the consumer. Levi's also recently offered the personalized jeans capability in-store.

Essentially, this is customizing the products according to the needs of the consumer. NextGen expect products to be a copy of their own personal passions, their own interests, their own lifestyles, but they also expect they can influence how a brand evolves and have an impact on what a brand is doing.

Personalized products and hypertargeted products are becoming increasingly more important and NextGen have no compunction about paying a premium or sacrificing their privacy (sometimes even their literal DNA!) if it means they can acquire a product unique to them.

'Advize'

Barry Schwartz' paradox of choice claims that too many choices lead to angst and paralysis for consumers. Stress of choice is one of the e-commerce sector's main issues. Research has shown that about half of consumers have ended up buying "nothing" when faced with an overwhelming offer. How about offering them some guidance, some advice? Good, Cheap and Fast is a website that summarizes Amazon reviews and presents only five possible options to consumers. MUBI is a video-on-demand service that offers only 30 indie films. A new film is added every day, as another one leaves the range. BBC's R&D lab has developed Tellybox, a gamified way to decide which series or film you wish to view together with your partner.

An emerging trend is that of extra services added to the current offer. Supermarket chain Hy-Vee organizes tours inside its stores, such as one for high-blood-pressure patients, with a dietitian explaining about the most-suited products in the range. Food retailer Delhaize is doing something similar with the Nutri-Score nutritional information labels on its store brands. (If the score is missing from a product's packaging, you can check it in the Delhaize app.) The finance sector is using AI and machine learning to offer their clients personalized advice.

Evangelize

The NextGen aren't purely expecting you to sell them something – they're expecting you (your brand, at least) to help them create a better world. Next-generation consumers are more than happy to get involved in the cause but they expect the brand to make the first move. If you're a brand custodian, this means reducing your waste, potentially becoming more environmentally-friendly. It means standing for something!

Of course, "standing for something" can go awfully wrong, especially if your stance is not aligned with your organizational DNA; that's a surefire way to lose credibility (and maybe even market share). Brand custodians, your stance must be aligned to your brand image – Nike's campaign featuring Colin Kaepernick is an excellent example of this. Yes, Nike's stance led to protests at first but this stance is deeply interconnected with its DNA, which made the campaign infinitely more credible and ended up working wonderfully.

Do it the right way the first time – don't misuse or pollute a point of view, just to be part of the conversation – it's the quickest way to never be spoken to again.

Humanize

People don't trust brands, they trust people, and if they say they "trust a brand" it's because they had an exceedingly pleasant (and credible) interaction with a human representing that brand. For brands to be trusted, there needs to be a human component. It's about creating more "touchability" to build trust with consumers. People need a connection to another human. That doesn't necessarily mean the CEO has to be on the frontlines, fielding consumer queries daily, but you'll be surprised how quickly you can build affection and credibility if you allow your consumers (especially the NextGen) to engage with a human beyond the organizational firewall.

NextGen consumers (although, not exclusively) want to know who is making their products. They want to understand under which circumstances and conditions these products are being manufactured. They want to understand the true cost. Kettle Chips is using track-and-trace codes on every bag of chips so purchasers can see videos of the potato farmers growing the potatoes used. Having a human on the frontlines with whom these consumers can engage openly and honestly will increase your level of transparency and boost the consumer's level of trust in you.

Fetishize

Yes, you read that right, but we don't mean it like that! We mean making your products, services and/or solutions more special, more exclusive – new and on-trend. We've already established earlier that the NextGen has absolutely no issue paying a premium for exclusivity.

Limited editions; limited collections; "limited" anything is a very enticing hook. Exclusivity exponentially increases a thing's coolness and greatly piques the younger generation's interest. The NextGen are constantly searching for their own identity, all while being part of a group. For Generation X, it was the brand dictating what was cool and what was not and you bought your way into this exclusivity. Today, it is the consumer who is creating her/his own style and combining different brands to create this, so it is no longer dictated by the brand. It is more style-dictated or street-dictated, which is why brands are working with influencers now. It is the consumer who creates her/his own identity.

Just a few short decades ago, brands were the trendsetters – brands were projecting cool and aspirational messages and images in their ads; brands were setting the goals of what was or what wasn't cool. Things have changed dramatically today. The NextGen has been bombarded with commercial messaging since birth – they're immune to it. But it doesn't stop there – our younger generation has grown up in times of fragile economies, environmental disaster, even political disaster – and these factors have molded the majority of the NextGen into down-to-earth realists.

For brands to survive in this ever-bourgeoning landscape, they have to win the NextGen's trust before they can even start thinking about having a conversation with them.

Total authenticity

Marketers hoping to capture the attention of the up-and-coming new consumer must personalize, "advize," evangelize, humanize and fetishize if they are to succeed. Yet this means absolutely nothing if not done with total, unadulterated authenticity. If your goal is to cajole or manipulate, you may as well give up now; the consumer of tomorrow is too sophisticated, they have been experiencing one form of chicanery or another their entire lives and they will see through your efforts and punish your brand as a result.

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••• segmentation research

From wallflower to social butterfly

No more lonely segmentations

| By Joe Beier and Luis Molina

snapshot

Joe Beier and Luis Molina offer six tips for helping your segmentations have an impact.

In this age of hyper-personalization, it sometimes seems as though we have all become segments of one. Certainly, brands are striving to make us feel deeply special and understood with every interaction – but on a grand scale, true personalization is a massive challenge.

You could call segmentations the original targeting and personalization tool; they categorize people in more effective, actionable ways than just age, sex and income. Segmentations define your own brand's perspective on consumers – the ones who already love you, those who will never be convinced and the many whom you might be able to win over with smart, relevant targeting.

Segments help you approach thousands or even millions of consumers in a more personalized way, so their value in taking personalization to the next level is undeniable. But too often, segmentations fail to fulfill their potential; the problem is usually not poor methods or faulty assumptions (though these may also come into play) but something much more fundamental: a lack of engagement with the very people and processes that should be bringing the tool to life.

Instead of building strong relationships and circulating in the larger corporate world, too many segmentations grow lonely – isolated, detached and largely ignored. Though many thousands of dollars may have been invested in their creation, these projects languish on shelves and lead to few, if any, changes in marketing or product strategy.

It seems as if avoiding this sad state of affairs would be relatively easy and in the interest of everyone involved. But "socializing" a segmentation is more complicated than we might expect. We have to consider the character of the company, the role consumer insights play in the larger marketing organization and even the personalities of the segmentation's developers.

Some people in the organization may be so personally invested in the study that they cannot recognize its lack of engagement and failure to connect. As always, the first step

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toward solving a problem is recognizing it – and there are specific symptoms and warning signs that we can watch for when assessing a segmentation's relevance and real-world viability.

Use of black-box methodologies. Assuming that "Trust me" will be a sufficient rationale for an otherwise mysterious segmentation approach is usually a recipe for skepticism. Such approaches are usually devoid of the real-life and/or business contexts that are critical for developing truly actionable segments.

Lack of connection to other inputs and goals. Disconnection can undermine a segmentation's value at two key levels. First, failing to align with other data sets gives the solution a monolithic perspective. In addition, developing a tool that has little or no connection to the company's larger business goals leads to a segmentation that will always be removed from real relevance.

Inconsistent functional buy-in from stakeholders. A lack of sustained stakeholder acceptance can be crippling to the effectiveness of any study, no matter how well-conceived or -executed. If the marketing team is driving product innovation from a segmentation but the digital team is focusing on a completely different architecture and goal set, there is little chance for a happy ending.

Ambiguous activation direction. It can be easy to lose sight of the fact that lofty strategic studies must, in the end, provide direction for highly tactical in-market executions. If the methodology is not collecting data at a sufficiently granular level, the ability to activate on a segmentation can be severely curtailed.

Overreliance on lengthy survey instruments. When you ask a respondent to remain engaged, alert and candid for 45 minutes straight – at a time when attention spans are shrinking – there are bound to be shortcomings in the data. This is especially true when many surveys are taken on mobile devices in suboptimal conditions.

Makes its mark

So, what can you do to increase the chances that your next segmentation – or even one you just completed – makes its intended mark on corporate strategy and tactics? Based on years of working with segmentation tools and learning how they do (or do not) make their way into brand planning, we have compiled our top six recommendations for researchers and marketers alike.

1. Remember – it's just business.

In your early discussions, focus on the business issues to be solved not the solution itself. This will allow your team to "begin with the end in mind" and define the right priorities for the project. Extensive stakeholder interviews at the front end will be crucial to this process, exploring: what "job" the segmentation will need to do in different functional areas; which prior work should inform the new solution; the "going-in" hypotheses that people have about market segments (useful to guide the back-end analysis); and how the segmentation could and should be activated.

2. Sweat the process.

Many of the most important steps toward a highly valued segmentation come not in planning or activation but in the way we handle process – the nuts and bolts of the project. An essential element, for example, is setting up a thorough schedule for collaboration at every stage. While segmentation is heavily dependent on science, you also need to incorporate the art of working together, from discussions about how to define the segments to development of a typing tool.

Researchers also need to work hard to make surveys as user-friendly as possible – another key aspect of process. Keep your questionnaire laser-focused on the goals of identifying and sizing segments; this will result in richer, more highly defined segments that will ultimately be more actionable for your organization.

Another way to keep questionnaires under control is connecting to other data sets, which can minimize the need for lengthy questionnaires capturing a litany of very basic information. Designing for mobile and using modular questionnaire approaches are also proven tactics for making surveys less onerous for respondents.

From choosing the right statistical solution to defining both "growth" and "maintain" targets, getting the process right is key to a healthy balance of art and science.

3. Consider both head and heart.

In his book "Thinking, Fast and Slow," economist Daniel Kahneman identified two systems for decision making – one quicker and more emotional (System 1) and the other slower and highly rational. Consumers employ both systems, depending on the situation and the decision at hand – and the ideal segmentation should also incorporate elements of both.

To capture the heart as well as the head, employ different research techniques. We can evoke visceral reactions – such as impulse purchase triggers – with emotion-driven words and phrases rooted in product experiences. Pictures are also a great way to capture System 1 data; in a study on sports nutrition products, for example, we used images to represent body types and these became important elements for understanding the segments.

4. Can't lose when you fuse.

Custom segmentations are usually based on what we might call a single and independent data stream – typically a custom survey. Data fusion is essentially connecting the emergent segments to other "external" databases, extending the utility or value of the original segmentation by linking it to other worlds of information.

When you fuse a segmentation to credit card purchase or customer loyalty information (to name just two sources), you can:

- Give a fuller picture of the segments, which builds credibility and engagement.
- Make the solution more actionable by tying it to specific activities, like marketing campaigns.
- Bring different levels of understanding to the segments, from where they live to how they feel about different aspects of life.

By expanding the reach of a segmentation, we can help to assure that a solution avoids isolation.

5. Future-proof the solution.

With so much money at stake, we cannot afford to produce segmentations that have already expired upon arrival. To earn trust and buy-in, segmentations must take in what is known from the past and then look forward to what will (very likely) be. One way to approach this seemingly impossible task is to align with consumers who represent the future of a brand's offerings.

Our firm, GfK, has made use of a population segment known as Leading Edge Consumers (LECs) – people who are: early adopters of a specific product set; passionate about the category and even the brand itself; and influential when it comes to recommending products or services to a broad circle of friends and family.

The needs and behaviors that LECs exhibit anticipate those of the vast majority of consumers, who will likely pick up on the same trends in the months or years to come. Over the course of over 40 years, GfK has validated the use of LECs as a forward-looking way to prioritize segments in a variety of industries and categories.

A second future-proofing technique is to assign a future value to each segment, taking many factors into account. In addition to defining a segment's current value (size, spending levels and frequency of category purchases), we determine future value through another mingling of art and science, exploring questions such as:

- How much the segment is likely to spend in the future.
- Whether they are discussing category and brand experiences with others.
- Whether they are adopting new category products early.
- How old they are – younger consumers hold greater potential value because they have more buying years ahead of them.
- If they are from growth groups (e.g., Hispanics, Millennials).
- If they have children – parents usually transmit their category and brand behaviors to their children.

Showing that a segmentation speaks to the future as well as the present assures stakeholders that they can confidently activate on the solution without needing to change course just a few months later.

6. Activate like you mean it.

Activation is not just a "nice to do" at the end of an insights project. It is the No. 1 factor that defines a project's legacy and "value added" within the organization. GfK, for example, employs a suite of methods to connect segmentations to the larger company and the marketplace – techniques that include: activation workshops, customer-ready presentations, data portals, videos, data visualizations and shopping journey maps.

It is important to note that activation workshops are very different from standard "sharebacks," engaging a more cross-functional audience and providing the kinds of interactions and fact-based strategies that make a tool memorable and easy to apply.

Engaging segment profiles are also important to socializing your segmentation inside and outside the company. If your segments remain locked in heady spreadsheets and PowerPoints, their chances of moving the needle for a brand are remote, indeed.

Firmly siloed

With all of these methods at our disposal, it seems unlikely that a segmentation would ever be lonely again. But old habits die hard and many organizations remain firmly siloed – within marketing itself and also across the broader company. Socializing a segmentation may feel counterintuitive in some ways, forcing you to push against the tide of separation and territorial behavior. But remember the game plan and consider the consequences of going with the corporate flow. Any solution that demands so much thought and effort should be seen and used by all of the people it was meant to guide. Take on the broader world knowing that your tool is built for activation and needed to help the company grow.

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ROSEANNE LUTH, FOUNDER AND PRESIDENT, LUTH RESEARCH

Roseanne Luth is the founder and president of Luth Research, a privately held market research company founded in 1977. With over 300 highly trained and dedicated employees, Luth Research provides complete data collection services and custom research support, including online digital tracking.

Roseanne's vision has always been to advance the research industry to its highest and best potential. In 1998 she began building Luth Research's online respondent panel, SurveySavvy.com, which has over 11 million members. With the rapid rise of the web and a core panel asset, Roseanne and her team recognized the digital opportunities available to gain digital data metrics for both sales and branding strategies. In 2011, she launched ZQ Intelligence, Luth's permission-based online tracking technology that integrates digital web data with survey and qualitative research. When merging methodologies, clients are able to uncover the "why" behind consumers' digital activities across all devices. Clients range from large multinational corporations to small boutique research firms.

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Text analytics expert

CHARLES BAYLIS, CO-FOUNDER AND CIO, ASCRIBE

Charles Baylis has been on a mission to revolutionize verbatim coding since co-founding Ascribe in 2000. At that time a competent team could code at a rate of less than 100 verbatims per hour, using pencil and paper, Excel or perhaps Verbastat. Today competent teams code at rates of well over 300 verbatims per hour using Ascribe Coder.

In the past 20 years, Charles has leveraged the most advanced artificial intelligence, machine learning and natural language processing technologies. He works in partnership with the world's largest research firms to deliver dramatic decreases in costs and turnaround time.

Last year Charles and his team launched their fourth-generation text analytics tool CX Inspector, which delivers insights fast at very low labor costs. CX Inspector now includes X-Score, a patent-pending approach to customer satisfaction measurement derived solely from verbatim comments.

Today Ascribe Coder, with its modern software base and highly productive interface, sets the standard in verbatim coding and codes over 300 million comments every year. Now Charles is launching a series of Coder innovations to advance the industry. Ascribe's outstanding customer support and trained professionals help clients integrate the new technologies into their daily work processes.

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Technology plus experience equals solution know-how

JAY MACE, SVP, MINDFIELD

Jay Mace has driven change in the market research industry for 30 years. He is absolutely "that guy" in meetings, conference calls and discussions who risks the "what if" that will drive your insights toward provoking tech-driven solutions.

"I've been in the trenches watching the industry evolve from a door-to-door survey mind-set to using up-to-the-minute app and online data to drive real-time customer influence and feedback in the marketplace. If we are going to engage the 21st century consumer, we must be innovative and take advantage of the tools we have been given to touch them as they make decisions – not after."

Jay and the team of technology pros at Mindfield work with a number of partner and end-user clients to bring the voice of the customer into a virtual reality where you can ask the questions you really want to know – when it matters the most.

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Delivering answers to tough questions

AMY R. CASTELDA, PARTNER, W5 INC.

Amy R. Castelda is a partner at W5, an independent, custom marketing research firm. What excites her about marketing research is the ability to help companies grow and increase profits by inspiring clients to see business opportunities through a perceptive lens. Working alongside the brightest consultants in the industry, Amy and the W5 team provide answers to today's toughest business questions by looking at the world from the "inside out," bringing clients into the homes, offices and retail and virtual environments of today's consumer and customers.

Inspired by the entrepreneurial spirit of W5's founders, Amy leads client relations and innovation efforts. From ensuring clients' goals and needs are attended to at every step of a project to coaching peers and colleagues through affable guidance and an open-door policy, Amy is a key member of senior leadership and passionate about her career in market research.

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Setting the standard for data collection

TED PULSIFER, PARTNER AND CRO, MARKET CUBE

Ted Pulsifer has over 20 years of executive and sales leadership experience. He began with Peanut Labs and Dynata before serving as regional vice president for Lucid. Today, Ted is partner and chief revenue officer for Market Cube, which empowers faster and more creative data collection globally with best-in-class expertise, technology and services. He is passionate about creating profitable and lasting relationships with clients and vendors alike. Ted is based in Charleston, S.C., and lives with his wife Jen and two children. Outside of the office, Ted loves to be on the water and enjoys all the outside activities he can.

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Providing resources for education accessibility

ANDRA DAVIDSON, EXECUTIVE DIRECTOR, MARKETING RESEARCH EDUCATION FOUNDATION

Andra Davidson serves as the executive director of the Marketing Research Education Foundation (MREF) – an MR industry non-profit that aims to bring educational opportunities to children who are at risk or lack access to resources. Andra has more than 20 years of experience utilizing communications to tell stories and enhance brand impact. She has used her marketing and communications skills in the education, health care and nonprofit industries. As executive director of the MREF, Andra's mission is to activate and unite the MR industry to use their financial and human resources to help educate children and youth both domestically and internationally. Through service projects, vision trips and grants, the MREF is bringing the industry together for a better cause. Visit MRGivesBack.org to see how you can get involved.

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FACES of MARKETING RESEARCH

Developing winning strategies for over 38 years

STEVE ESCOE, CEO, FACTS 'N FIGURES

Industry icon Facts 'n Figures is celebrating 50 years of award-winning service and support to the market research industry. Family-owned and -operated since 1969, FnF was launched by founder Delia "Dee" Escoe from the family home in North Hills, Calif. FNF now operates from its state-of-the-art, 12,000-square-foot focus group facility and commercial test kitchen in Los Angeles, one of the most diverse DMAs in the world.

FNF creates value for its clients by providing world-class resources and support in a custom-set facility built for gathering data from global market participants. FNF supports a full range of qualitative and quantitative research methodologies and conducts hundreds of projects each year ranging from focus groups, IDIs, intercepts, product testing, e-surveys, mobile, taste tests, mock trials and ethnographies.

Steve Escoe has over 38 years of industry experience and has a hands-on approach to his role as CEO of FNF since taking over in 2012. Steve learned every aspect of the business from the ground up, working alongside his family and developing and supporting winning strategies for decades.

"We've had the privilege of supporting some of the best and brightest minds in research through the years, at times pioneering processes that transformed how the industry captures and analyzes data today," says Steve. "We are proud of that. Our team is everything. We invest heavily in our people and resources to ensure that our clients continue to find innovative approaches as they find actionable outcomes."

Steve recognizes the very real power of marketing research in capturing the new capabilities, power and passions of consumers – as well as cultural conversations and shifts – and responding in kind in an effort to build brand insight. Internally, FNF is growing their organization and partnering with C-suite peers for future growth.

info@factsnfiguresinc.com
factsnfiguresinc.com
+1-818-986-6600

••• special advertising section

40 TOP ONLINE RESEARCH COMPANIES

Few realms of research are as diverse and flexible as online research. Companies within this field have access to an immense amount of data from a broad span of sources and this wealth of information enables researchers to return high-quality results on specialized projects. From online communities, surveys and panel research to facial coding and eye-tracking, companies who participate in online research are simultaneously wide-ranging and highly specialized.

If your research project demands the breadth and precision of online research, look no further than these companies, who, with their advanced tools and methodologies are well-equipped to meet the specific requirements of researching a variety of industries from health care to B2B to consumer and more.

quirks.com/articles/2019/20191133.aspx

20|20

Research, Uncomplicated.

20|20 Research

Founded 1986 | 156 employees
Isaac Rogers, CEO

20|20 is the leading expert and innovator in qualitative research. With over 30 years of experience, 20|20 simplifies connections between brands and consumers to uncover the consumer stories that matter most. 20|20's unique approaches help clients address a variety of challenges from branding to product innovation, messaging and more. Their

proprietary suite of technologies – including QualBoard, QualMeeting and iModerate chats – are ideal for ad and creative testing, deep ethnographic exploration and everything in between. With 20|20's unique combination of expertise, services and technology, the company makes it easy to uncover the strategic insights and consumer narratives that will create change and drive growth.

Phone +1-800-737-2020
2020research.com

Branded Research Inc.

Founded 2012 | 35 employees
Matt Gaffney, CEO

Branded Research offers next-gen audience technology solutions to enterprises across the globe. Our on-demand data collection platform helps clients connect with their audiences in real time to gather unique consumer insights. How is it done? Branded Research enables rich customer experience and user experience research by providing clients with deep access to Branded Surveys, our proprietary online community. Our panelists are members of vibrant communities whose collective opinions and insights are qualified through willing, natural interaction and powerful social engagement. Insights from our community give clients the power to make informed and definitive decisions about their products and services.

Phone +1-888-848-2525
gobranded.com

Civicom Marketing Research Services

Founded 2000 | 500+ employees
Annie McDannald, Global Manager

Civicom is the global leader in facilitating qualitative research using a wide range of web-enabled solutions. This includes facilitating virtual in-depth interviews and focus groups using advanced audio and web technology; providing asynchronous research capabilities through our online bulletin board platform solution with a complete suite of tools to help you execute fast, flexible and effective online studies with analytics tools; and an intuitive online platform for management and curation of online qualitative project deliverables. Civicom is known among its clients for dedication to service quality and for the company's motto: "Your Project Success is Our Number One Priority."

Phone +1-203-413-2423
CivicomMRS.com

Communications For Research

Founded 1997 | 200 employees
Colson Steber, Co-CEO

CFR is a research logistics and data collection firm in St. Louis, Missouri. We have six on-staff survey programmers that work in our local offices alongside our research project management team. We help with how to access, execute and measure the performance of data collection. We will provide direct input to help you make decisions on delivering the research outcomes.

Phone +1-573-259-0320
cfrinc.net

Creative Consumer Research

Founded 1976 | 83 employees
Patricia Pratt, CEO

Creative Consumer Research (CCR) is the most respected public opinion source, providing accurate and actionable information to develop strategic solutions. Using proven techniques, we collect high-quality data for a variety of industries including B2B, health care, consumer goods and more. If your business requires bilingual research, we proudly staff a team of experienced market researchers fluent in spoken and written English, Spanish, Vietnamese, Chinese, Farsi and more. Whether your focus is on the United States or abroad, CCR can program and host your surveys online, whether you need pre-screeners or even a combination of telephone and web interviewing. Our resources allow us to thoroughly conduct studies quickly and inexpensively – no matter what the size. Maximize your business with the CCR market research and consumer insights team.

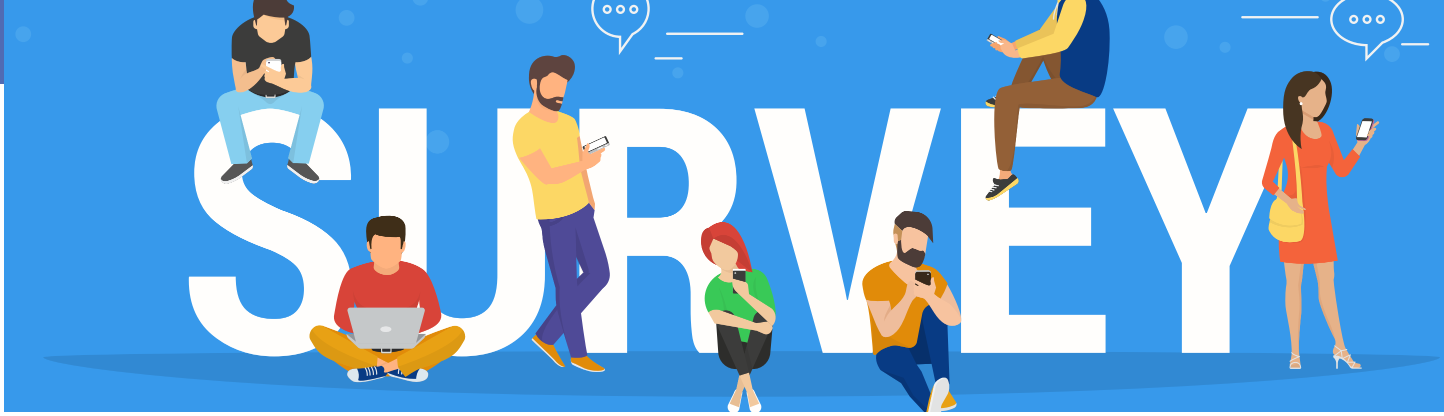
Phone +1-281-240-9646
ccrsurveys.com

dataSpring

Founded 2006 | 300 employees
Tomohiro Hosono, CEO

When it comes to sourcing Asian data-driven insights from online and mobile research, dataSpring is the perfect choice. dataSpring is the leading Asian insights specialist, providing high-quality online and mobile samples, robust operation coverage and more for your market research needs. Operating in its Tokyo headquarters and key regional offices, dataSpring manages an extensive panel composed of millions of validated respondents, with more than 47 target profiles across 11 Asian countries. dataSpring maintains panelist engagement through its proprietary local-language platform, an API platform that integrates verified partner panels and rigorously screened third-party procurements. The experienced operations team covers all time zones to provide 24/7 support in survey programming, fieldwork, tabulation and reporting. With dataSpring, you'll enjoy quick, accurate and efficient MR solutions as you explore the Asian region. Contact us at contact@d8aspring.com.

Phone +63-2-962-4643
d8aspring.com



Dynata

Founded 1977
Gary S. Laben, Chief Executive Officer

Dynata is the world's largest first-party data and insights platform. With a reach that encompasses more than 60 million people globally and an extensive library of individual profile attributes collected through surveys, Dynata is the cornerstone for precise, trustworthy, quality data. The company has built innovative data services and solutions around its core first-party data offering to bring the voice of the customer to the entire marketing continuum from strategy, to innovation, to branding, advertising, measurement and optimization. Dynata serves nearly 6,000 market research, media and advertising agencies; consulting and investment firms; and health care and corporate customers in North America, South America, Europe and Asia-Pacific. For more information, go to www.dynata.com.

Phone +1-214-365-5000
www.dynata.com

Facts 'n Figures

Founded 1969 | 53 employees
Steve Escoe, CEO | Bonnie Ponaman, RN, COO

Industry icon Facts 'n Figures is celebrating 50 years of award-winning service and support to the market research industry. Its state-of-the art, 12,000-square-foot commercial test kitchen for focus groups and online research teams is located in one of the most diverse DMAs in the world, Los Angeles. Our online goal is simple – narrow the gap between people with opinions and the organizations who value those opinions. FNF's respondent database and online tools allow researchers access to a curated pool of survey respondents to more efficiently help inform clients with insights about their targeted audiences. Additionally, FNF supports a full range of qualitative and quantitative research methodologies and supports projects ranging from focus groups, IDIs, intercepts, product testing, e-surveys, mobile, taste tests, mock trials and ethnographies.

Phone +1-818-986-6600
factsnfiguresinc.com

Focus Pointe Global

Founded 1988 | 480 employees
Laura Livers, CEO

Focus Pointe Global's service offerings expand beyond qualitative data collection by offering online qual (webcam interviews, insight communities, bulletin boards and mixed methodologies) and online quant methods (surveys, sampling, programming and tabulation). We utilize our 1.6 million-member proprietary panel as well as trusted panel partners to achieve quick-turn data collection results. Our online qual and quant teams are well versed in providing solutions that include survey programming that utilizes both our own internal software as well as Qualtrics to create visually rich, user-friendly surveys, including customized branding and complex logic. We are experienced in building unique surveys that allow for the insertion of a wide range of stimuli, including video. Our robust e-mailing platform provides the speed, penetration and metrics you need for successful outcomes.

Phone +1-888-873-6287
focuspointeglobal.com

Full Circle Research

Founded 2013 | 12 employees
Adam Weinstein, Co-CEO | Nathan Lynch, Co-CEO

Twice-named on Inc. 5000's list of Fastest-Growing Companies in America (2017 and 2019), Full Circle Research was the first and only U.S.-based online consumer sample provider to earn ISO 26362 certification, is currently ISO 20252-certified and remains the only company to offer HoNoR (Holistic Next-level ResearchTM). This enhanced survey experience is unprecedented and automated – a marriage of advanced technology, flexible community strategies and industry-leading quality controls that gives business decision-makers immediate access to the purest data in the industry. Full Circle's foresight, agility and commitment to innovation translate into a uniquely proactive, consultative experience. To learn more, visit iLoveFullCircle.com.

Phone +1-301-762-1972
iLoveFullCircle.com

Global Survey

Founded 2007 | 25 employees
Mayank Bhanushali, Founder and Managing Dir.

Global Survey, as our name suggests, is one of the global leaders in using digital data collection to power analytics and insights. We provide data-driven decision-making for clients who listen to and interact with the world's consumers and business professionals through Global Survey online panels, as well as mobile, digital and social media technologies. We apply the breadth of over 88 online consumer panels and communities across 70 countries to your market research studies. We're dedicated to continually fine-tuning our panel network to ensure quality and growth as your research needs change over time. Global Survey works with many of the world's leading market research agencies, media agencies and corporations.

Phone +91-79-25890030
globalsurvey.gs

HatchTank

Founded 2005
Shamsu Bhaidani, CEO

HatchTank is the next-generation platform! We have taken the best qualitative and quantitative research options and packaged them into a flexible, dynamic, results-oriented platform that works across multiple devices and operating systems. For participants, it's like a social networking site; it allows familiarity and provides a comfortable space to share their thoughts and opinions. For researchers and administrators, it boasts a powerful, intuitive back end that makes getting and organizing the data necessary an easy task. You can connect with us here to schedule a time to discuss further: https://hatchtank.youcanbook.me.

Phone +1-403-608-3660
hatchnewideas.com

icanmakeitbetter

Founded 2011
Jacqueline Rosales, COO

From insight to action, icanmakeitbetter, a member of the ISA family of companies, is an insight community platform that provides a suite of integrated qualitative and quantitative tools in one simple solution. Clients can integrate insights with surveys, focus groups, ideation sessions and journals. Capture true on-demand, in-context insights across any device. Move beyond research to have conversations that matter.

Phone +1-512-498-3830
icanmakeitbetter.com

incling ltd

Founded 2013 | 15+ employees
Juliet Pascal, Co-Founder and Managing Director

incling specializes in building bespoke online insight communities of all shapes and sizes which allow you to collaborate with a wide range of customers or stakeholder to solve business challenges. From consumer discussions, diaries and shopper journeys to collaborative innovation/ideation, concept evaluation or UX testing, we offer a wide range of engaging quantitative and qualitative tools to cater to all research needs. Our platform, available in 22 languages, was built by researchers for researchers; we combine clear visuals and easy setup with sleek management and analysis tools. We also offer a selection of research services and our team is always on hand for advice and support! If you'd like to see a brief demo of the platform head to incling.com/platform-demo-XX45968/.

Phone +44(0)20-3070-3936
incling.com/platform-demo-XX45968/

InnovateMR

Founded 2014 | 100 employees
Lisa Wilding-Brown, Chief Research Officer

InnovateMR offers a trailblazing collection of sampling tools and technical solutions, elevating insights and empowering researchers to deliver Faster AnswersTM. Our experienced managed services team is ready to apply out-of-the-box creative thinking for your B2B or consumer sampling projects. We'll ensure your project is delivered on-scope with the highest level of data quality. Ready to hit the trail solo? Our DIY sampling platform features an intuitive interface to estimate feasibility and target precise audiences. Launch and monitor field progress all from one easy-to-use control center. InnovateMR offers exceptional service and cutting-edge technology, providing a unique and efficient approach to sampling.

Phone +1-888-229-6664
InnovateMR.com

Insight Rabbit

Founded 2018 | 200+ employees
RJ Scott, Director
Art Klein, Partner and Co-President


Insight Rabbit gives clients access to best-in-class research methodologies in a simple and intuitive DIY interface. Delivering actionable insights that power brand growth. Uncover brand and category insights, screen concepts, evaluate and optimize advertising, track advertising performance and measure brand equity. Easily program a survey in a few minutes and have results in 24 hours or less – with a pricing model that's affordable and dashboard deliverables that exceed expectations. We look forward to changing the way researchers think about DIY. Insight Rabbit is powered by MSW Research, backed by 50 years of experience, normative data and the most trusted, accurate and independently validated methodologies available. Our Customer Commitment Persuasion measure is proven to be more accurate at predicting sales than any other commonly used metric of brand strength and twice as effective as standard purchase interest questions.

Phone +1-516-394-6092
insightrabbit.com

iResearch Services

Founded 2008 | 400+ employees
Yogesh Shah, CEO

We're a marketing-first agency with more than 10 years of experience in helping brands become thought leaders with a research-driven approach to content distribution. We combine editorial and design excellence with in-house subject matter expertise to deliver custom-tailored campaigns that help brands stand out. As a B2B research and lead generation specialist, iResearch Services has multilayered contacts with CXOs in 25 countries across 20 major industry sectors. We base our services on four core disciplines – strategy, research, creation and distribution. Using our expertise in these key areas, we create campaigns that deliver and position your brand as a thought leader. Our range of services includes a wide array of campaigns – from B2B lead-generation reports to custom-tailored proprietary research to simply strategizing brand positioning from the ground up. For each business goal, we create a custom solution targeted to hit direct KPIs, making us the most preferred agency by the world's biggest brands.

Phone +44-20-3965-6776
iresearchservices.com

Ironwood Insights Group, LLC

Founded 2017 | 11 employees + call center
Brad Larson, Founder and Chief Executive Officer

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 and consultants with high-quality online and multi-modal data collection services. Our platforms use the latest technology with cloud-based servers and panel integration for increased production, quality and security. We are HIPAA-compliant and maintain strict security and confidentiality controls. Our full quantitative 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 with the best research solutions at reasonable rates. Call or e-mail today for "insights that provide clarity and drive action."

Phone +1-602-831-1973
ironwoodinsights.com

itracks

Founded 1998 | 35 employees
Dan Weber, CEO

itracks provides online qualitative research software and services globally. itracks offers the only complete qualitative research suite in the industry, itracks GO, which allows users to conduct online focus groups, web-based interviews and other qualitative activities from within one intuitive platform. New this year is the itracks IDI interviewing platform. The research-specific, non-Flash, in-depth interview tool offers an easy-to-use interface, no downloads to facilitate seamless connections, enhanced virtual backroom capabilities and numerous other features recommended by researchers. Contact us for a free trial today!

Phone +1-306-665-5026
itracks.com

JTN Research

Founded 2007 | 27 employees
Danyo Dimitrov, Managing Director
Raycho Garnenkov, Key Accounts Director


JTN Research expands audience reach and shortens the path between asking questions, obtaining opinions from the right respondents and transforming them into business strategies. To truly understand consumers, we apply a proprietary mix of expertise, in-depth pre-targeting, advanced AI data quality procedures and custom solutions. We take pride in delivering actionable insights to businesses and organizations, actively listening to the consumer voice. The proprietary JTN Panels are deemed among the best profiled in our industry. They cover 47 countries in the EMEA, AMS and APAC regions. Combined with our global access network, we are in touch with more than 10 million respondents in over 80 markets.

Phone +359-2-489-6099
jtnresearch.com

Logit Group, Inc.

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


The Logit Group has consumer, B2B, multicultural and medical-specific panels that cover North America, Europe, Asia and South America. With over 100 data points profiled, we can target unique and niche audiences. We routinely conduct studies in more than 40 languages including Spanish, French, German, Mandarin, Cantonese, Hindi, Urdu and Punjabi and offer supporting online services including programming/hosting, translation, coding and tabulation. Contact us to learn more about how we can help you with your next project.

Phone +1-866-84-LOGIT
logitgroup.com/online_panel/

Market Cube LLC

Founded 2011 | 115 employees
Adi Raj, COO | Ted Pulsifer, CRO | Dipak Singh, CTO



Market Cube is a global sample, market research operations and data sciences company. We enable our clients to leverage the power of people. We own and manage a diverse array of global panels that span from deep, nationally representative communities to niche, unique audiences. We've evolved into a sample technology company with cutting-edge consumer insights powered by data sciences and over 10 years of experience. We harness an ever-increasing number of ways to solve the challenges of market research. We create and cultivate best-of-breed solutions with superior automation in sampling, bidding, IT infrastructure, invoicing, APIs, reports and more. Market Cube draws its strength from people: our team, our clients and global panelists. MARKET CUBE INTELLIGENCE AUTOMATION PEOPLE

Phone +1-843-628-5388
market-cube.com

Mindspot Research | Smarter Business

Founded 2006 | 8 employees
Lynnette Leathers, CEO and Lead Moderator

We're twice as fast. Two moderators per online group for big groups. Our online focus groups are twice the size of traditional groups. We use a two-moderator approach to ensure the deepest insights and customer truths are gained. We've been moderating online since 2006 and have thousands of groups notched on our belts. We can help you make the best business decision. Go with experience – the team at Mindspot have it in B2B, consumer and health care. Our team has been together for a decade and we're fast. And it's not just qualitative we do.

Phone +1-407-730-4603
mindspotresearch.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. Specifications: 150 station CATI call center, web and IVR surveys, executive interviews and focus groups.

Phone +1-402-392-0755 or +1-800-737-0755
theMSRgroup.com

MSW Research

Founded 1968 | 200+ employees
Art Klein, Partner and Co-President

Impacting business performance for over 50 years: Our research solutions are designed to evaluate and optimize campaigns comprising any combination of touchpoints. We work from strategy development to all stages of creative development to in-market tracking. Our behavior-based products are proven through independent audits to help marketers meet and exceed their business objectives. MSW Research has developed empirical evidence of how communications work that can accurately connect short-term sales and long-term brand development to the performance of the individual and collective touchpoints in the customer journey. Our process is embodied in a suite of products that guides our clients and covers: consumer, brand, advertising and tracking. We do this with a full array of world-class solutions including proprietary survey techniques, facial coding, eye-tracking, neuro measurement and media planning and forecasting.

Phone +1-516-394-6000
mswresearch.com

OMI Russia

Founded 2007 | 50 employees
Alexander Shashkin, CEO

OMI is the only ISO 20252- and 26362-certified online fieldwork provider in Russia, Ukraine, Belarus and Kazakhstan. We have more than 1 million participants on our panel of consumers, IT DMs, doctors and patients. We also provide analytics of Russian social media (such as trend-watching, digital strategy, launch track, event analytics and PR campaign effectiveness). Furthermore, we conduct omnibus research with Russian online representative sample. We provide the results in 24 hours after the omnibus is launched.

Phone +7-495-660-94-15
omnirussia.ru/en

Opinion Access, LLC

Founded 1995 | 400+ employees
Lance Hoffman, EVP

Opinion Access (OA) has been delivering expert survey solutions through superior project management for nearly 25 years and we bring that expertise to every online project we do through Opinion8, our online sampling solution. Every online project is assigned a seasoned U.S.-based project manager with over a decade of experience who will help you determine the most feasible way to run your project for your timeline and data collection goals. At OA you never deal with a junior project person for one simple reason: we don't have any. Our experts are equally adept at problem solving and execution, ensuring that your project runs smoothly from start to finish. With access to 37 million panelists worldwide, we provide full-service (programming and hosting) as well as panel-only solutions – so we are sure to meet your online data collection needs, whatever they may be. And during those times when no one can complete the quota online, we can offer our 300+ in-house CATI stations to get you across the finish line. Rest assured OA gets it done: anyone, anywhere, any way.

Phone +1-718-729-2728
opinionaccess.com

OvationMR

Founded 2017
Jim Whaley, CEO

Fast, Reliable Answers for Insightful Research® – where researchers find high-quality data from global B2B and consumer online survey audiences to significantly improve study success rates. "Our mission is to expand opportunities for researchers to do the work they believe in and can stand behind for their company, their community and their cause." We conduct tracking studies, segmentation studies, conjoint studies, awareness and usage studies, customer experience, political polling and much more. Our clients are independent research practitioners, consulting organizations, pollsters, global market research companies, non-profits, NGOs and global brands. We provide sampling and supporting research services in every region of the world. Contact us today at info@ovationmr.com.

Phone +1-212-653-8750
ovationmr.com

Quest Mindshare

Founded 2003 | 70 employees
Greg Matheson, Managing Partner
Joe Farrell, Managing Partner

Quest's online B2B and B2C sample solutions are global, with the largest panels residing in North America and Europe. Tell us about your hard-to-find audience (from ITDMs, financial DMs and web developers to moms, music ratings and everything in between) and we will either offer support through our diverse panel assets or recommend ways to get it done. The Quest team has varied experience in the industry and have often "seen it all" when it comes to devising sample strategies. When hundreds of studies run through the panels weekly, Quest's goal and commitment is to continue to be a trusted source of quality and a reliable data collection partner.

Phone +1-416-860-0404
questmindshare.com

Recollective, Inc.

Founded 1998 | 25+ employees
Stephen Thompson, Chief Operating Officer

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

Phone +1-613-369-5233
recollective.com

ReRez

Founded 2002 | 10 employees
Debbie Peternana, CEO

"If We Can't Do It, It Cannot Be Done!" ReRez specializes in online panel research and creative mixed-mode recruitment. Methodology consultants and online specialists accessing over 40 million globally. Niche organization offering a solution based on client needs. With more than 15 years of experience, a proven process, consistent management and a research background in addition to common technology experience, we have achieved the perfect balance in key attributes, making our ability to "Simplify Complexity" greater than any other single company. Single point of contact using the right methodology to find low-incidence, DMs, IT, executives, health care, B2B and B2C. Programming, fast turnaround and flexible pricing.

Phone +1-972-795-8525
rerez.com

Schlesinger Group

Founded 1966 | 600 employees
Matt Campion, Executive Vice President

Schlesinger Group has built an entire division of experts with extensive online research experience and an unparalleled understanding of quality drivers across panel, sample and data. For both online qualitative and online surveys, rigorous and diverse methods are applied to recruit your participants. Constant engagement and deep profiles allow us to build and maintain vertical panels across the U.S. and Europe. We deliver the very best in online research platforms supported by high-quality programming and project management. Our experts in panel aggregation provide access to a stringently vetted global network to support worldwide projects for health care, consumer or B2B.

Phone +1-732-590-3110
SchlesingerGroup.com

Skopos World

Founded 1995 | 120 employees
Darren Mark Noyce, CEO

Skopos World is the long-established, award-winning, full-service, global business insights firm. Headquartered in Europe but with worldwide reach, we provide outstanding research skills, enabling our clients to maximize opportunities originating from "new world" digital developments. Skopos World pioneered online and digital research in the 1990s, building the first-ever European internet user panel (OpinionPeopleTM), and since then we have developed the leading-edge community-builder platform (SpasysTM) and trailblazed mobile-based studies and digital UX. Our founder (Darren Mark Noyce, fellow of the MRS and ex-Harris Interactive director, Europe/NYC) is a recognized expert in digital research, often contributing to industry conferences, articles and books.

Phone +44 (0)207-953-8359
Skopos.World

SoapBoxSample

Founded 2013 | 46 employees
Jacqueline Rosales, Chief of Operations

You Don't Know What You Don't Know. Brands need insights that lead to great ideas. SoapBoxSample helps you turn your business questions into actionable insights. Our team of super-likeable humans combines decades of research experience with a nimble and disruptive start-up mind-set. We believe in making your life easier, saying no even when you don't want to hear it and giving you a research experience that improves your business' bottom line. Offering a fresh blend of research and technology, our suite of services includes: community insight platform (icmib), mobile and app-based research, online data collection and full-service design and analytics. Share your business questions with our team of impassioned (albeit slightly quirky) individuals for a pain-free experience and a high-value deliverable each and every time.

Phone +1-855-SOAPBOX
soapboxsample.com

Track Opinion

Founded 2009 | 21 employees
Piyush Khurana, Director

Track Opinion is a leading insights and technology company that provides a range of cohesive B2B and B2C research solutions consisting of quantitative studies, customer experience, segmentation, pricing and new product development to create expedient audience insights for impactful business and marketing decisions. Our offerings also extend to online sampling, surveying, programming, translation services and tabulation. With more than 3.7 million active members worldwide, our team infuses all its energy and expertise to take the customer experience to a whole new level. Our steadfast team always takes keen interest in all projects no matter how big or small to provide customized solutions to your requirements. Track Opinion doesn't have the most years of existence; however, we strike a perfect balance in shaping strategic insights that are technology-driven, feasible and reliable.

Phone +91-836-843-0469
trackopinion.com

VERVE

Founded 2008 | 100+ employees
Andrew Cooper, Founder and CEO

Verve is the agile insight and community panel specialist helping businesses make better decisions through smarter and more agile research, communicated in more inspirational ways. The research world is full of technology that should improve customer understanding but without the expertise to use it properly you can get lots of data and no insight. Verve brings together modern technology, expert research consultancy and best practices which, delivered via our pioneering pop-up and long-term community panels, help the likes of Samsung, Virgin Atlantic and Walgreen Boots Alliance get closer to their customers. This means our clients de-risk decision-making, create more customer-centric products and services and maximize the return achieved from their research investment. Contact us at chicago@addverve.com.

addverve.com

Voxco Survey Software

Founded 1976
Vincent Auger, Vice President of Sales

Voxco Survey Software is made for (and by!) researchers, with question types for all methodologies and sophisticated logic capabilities. Founded over 40 years ago, Voxco works with clients in more than 30 countries and is still trusted by the best to help them deliver results and keep productivity high.

Phone +1-514-861-9255
voxco.com

Wakefield Research

Founded 2008 | 50 employees
Paul Bragan, Managing Partner
Nathan Richter, Managing Partner

Wakefield Research (wakefieldresearch.com) is a leading provider of quantitative, qualitative and hybrid market research and market intelligence. Wakefield Research supports the world's most prominent brands and agencies, including 50 of the Fortune 100, in 70 countries. Our work regularly appears in top-tier media. Our staff includes classically trained market researchers and professionals from the worlds of marketing, public relations and media. Though we offer dozens of capabilities, our omnibus is one of our most popular offerings. With no question minimums, fast turnaround times and professional, full-service consulting on questionnaires and analysis, we have one of the most user-friendly omnibus services available.

Phone +1-888-527-9253
wakefieldresearch.com

WiseWorks

Founded 2014 | 100+ employees
Gaurav Agarwal, CEO

WiseWorks is a digital sampling and market research technology firm headquartered in Toronto with offices worldwide. We are experts and understand best practices, global standards, online traffic, blending/filtering various channels and proprietary sampling techniques. Our services include global sampling solutions such as niche B2B panels, panel management solutions, survey programming, data processing and API development. With more than 100 employees working 365 days, 24/7, we reach out to more than 6 million people in 26 countries and recruit more than 2,000 respondents every day. We assure our clients continuous support and project monitoring using an automated project monitoring system to help you get the desired conversions. With our team of Six Sigma- and PMP-certified PMs to ensure quality with speed, we can set up and launch your project within minutes and you can expect a turnaround for your bid within an hour.

Phone +1-844-215-7130
wiseworksresearch.com

xsperient | Segmedica

Founded 2004 | 24 employees
Peter Simpson, Principal

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CALENDAR OF EVENTS

••• can't-miss activities

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

Loyalty360 will hold its 2019 Customer Expo on **November 11-13** at the JW Marriott in **Indianapolis**. Visit customerexpo.com.

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 will hold the DIY Market Research Conference on **December 2-3** in **New York**. Visit bit.ly/2FXJm2q.

KNect365 will hold its Marketing Analytics and Data Science – East event on **December 2-3** at the Westin Times Square in **New York**. Visit bit.ly/2hpc3E6.

IQPC will hold its Chief Data and Analytics Officer Exchange on **January 26-28** at the Hyatt Regency in **Phoenix**. Visit bit.ly/2kGrfEg.

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 **Research Club** will be hosting the London Quirk's Networking Party on **February 11** at the All Bar One O2 in **London**. Visit bit.ly/2mzJNXb.

The **American Marketing Association** will hold its 2020 Winter Academic Conference on **February 14-16** at the Hilton Austin in **San Diego**. Visit bit.ly/2mFj9wg.

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

Worldwide Business Research will hold its eTail West 2020 event on **February 24-27** at the JW Marriott in **Palm Springs, Calif.** Visit bit.ly/2h7gbOR.

IQPC will hold its Customer Contact Week Australia event on **February 25-28** in **Queensland, Australia**. Visit bit.ly/2m9NbrR.

IQPC will hold its Customer Contact Week Asia event on **March 3-4** in **Singapore**. Visit bit.ly/2l7wRrj.

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

IQPC will hold its Customer Contact Week Executive Exchange event on **March 22-24** in **Miami Beach, Fla.** Visit bit.ly/2kyNbku.

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

KNect365 will hold its Marketing Analytics and Data Science – West event on **March 31 - April 2** at Hotel Kabuki in **San Francisco**. Visit bit.ly/2hpc3E6.

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 **Advertising Research Foundation** will hold its AUDIENCExSCIENCE 2020 conference on **April 19-22** at the Hyatt Regency in **Jersey City, N.J.** Visit bit.ly/2kY3EiE.

IQPC will hold its CX Exchange for Retail event on **April 21-22** in **London**. Visit bit.ly/2l7EE8o.

The **Population Association of America** will hold its 2020 Annual Meeting on **April 22-25** in **Austin, Texas**. Visit bit.ly/25wns9T.

Intellus Worldwide will hold its 2020 summit on **April 29 - May 1**. Visit bit.ly/2RDXQov.

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

Names of Note

■ *MetrixLab*, a market researcher based in Rotterdam, Netherlands, appointed four regional managing directors: **Angela Morgans** for Europe; **Rebeca Dreicon** for LATAM; **Rob Valsler** for AMEA; and **Kevin Moran** for North America. Additionally, two new teams will focus on innovation and leading the key portfolio. Innovation and growth will be led by **Jolique Weelink**. Impact consultancy will be led by **Jay Pluhar**. This team will work closely with the regional managing directors.

■ **Tammy Job** has joined the U.S. sales team of *Quirk's Media* as account executive.


Job

■ Insights solutions company *Toluna* appointed **Nicholas Langeveld** as managing director for North America. Langeveld is based in Wilton, Conn.

■ Dwayne Johnson and Dany Garcia's *Seven Bucks Companies* tapped Universal Studio's **Maya Lasry** as its chief marketing officer.

■ Researcher *PRS IN VIVO* announced the return of **Melvin Ng** to the company as the new Asia senior director of market development.

www.quirks.comarticles/2019/20191114.aspx

■ Researcher *MESH Experience* hired **Bharat Parmar** as managing director, EMEA. Parmar will work with the team in London to extend the U.K. Retail Banking Study into other verticals such as insurance and payment services.

■ Marketing technology company *MediaMath* appointed **Konrad Gerszke** president. Gerszke is based in New York and leads all operations of the day-to-day business, including management of all corporate functions.

■ Syracuse, N.Y.-based *Drive Research* added **Elizabeth Sincavage** as a research assistant.


Sincavage

■ *GfK* appointed **Neil Frackiewicz** as head of retail U.K.

■ The board of directors of the *Canadian Research Insights Council* appointed **John Tabone** to the position of chief administrative officer.

■ *Viacom* and *CBS* jointly promoted **Julia Phelps** to EVP and chief communications and corporate marketing officer of ViacomCBS.

■ Market researcher *Walnut* added **Lyn McGregor** as head of qualitative research.

■ *MetrixLab* promoted **Gayatri Srikant** to managing director for Singapore.

■ *The NPD Group*, a market researcher based in Port Washington, N.Y., added **Dan Hess** as chief product officer.

■ Insights firm *Maru/Matchbox* hired **Mona Makhijani** as SVP, client activation. Makhijani is based in the company's Vancouver office.

■ *Potentiate*, a marketing and advertising firm headquartered in Artarmon, NSW, appointed **Ray Poynter** as chief research officer. Poynter is based in Nottingham, U.K.

■ Market researcher *Escalent* announced the retirement of **Sharna Morelli**, the firm's CIO, after 40 years with the company. Additionally, **John Sivak** has been promoted to senior vice president and will lead the firm's IT division from the Livonia, Mich., headquarters.


Morelli


Sivak

■ Chicago-based researcher *Reach3 Insights* added **Melva Benoit** as head of media and entertainment. Benoit leads the research consultancy's Los Angeles office.

■ Emotion measurement technology company *Affectiva* appointed **Graham Page** as global managing director of media analytics.

■ *Opinions LTD*, a researcher headquartered in Chagrin Falls, Ohio, added **Yahni Wilson** as manager of its Staten Island, N.Y., testing center.


Wilson

■ Research and consulting firm *Mobile Digital Insights* appointed **Arno Hummerston** as director, Europe. Hummerston is based in London.

■ Consumer intelligence platform *SightX* added **Mark Levy** as vice president of business development.

■ AdAge reports that *General Motors* named Cadillac marketing chief **Deborah Wahl** as its global chief marketing officer.

■ Insights firm *Maru/Matchbox* appointed **Brent Snider** as chief revenue officer. Snider will be based in New York.

■ Madison, Wis.-based researcher *Digsite Inc.* added **Doug Thompson** as business development director.

■ *Confirmit* appointed **Andrew Farries** as director, customer experience consulting in Australia.

■ Data services firm *Maru/Blue* launched its health care channel and appointed **Casey Theis** as vice president, strategy and development.

■ Marketing consultancy *Ebiquity* appointed **Jide Sobo** as director, strategy and innovation.

■ Marketing software company *QuanticMind* hired **Jessie Dearien** as head of QuanticMind Digital, its performance marketing agency.

■ Marketing consultancy *NetLine* appointed **Melissa Becht** to vice president of client services.

■ Chicago-headquartered *Reach3 Insights* appointed **Steven Spencer-Steigner** as senior vice president, qualitative strategy.

■ *SurveyGizmo*, a feedback management software provider, hired **Rich Park** as senior vice president of sales and **Jove Oakley** as chief financial officer.

■ *Lucid*, a programmatic sample platform based in New Orleans, added **Allen Lovett** as senior vice president, North American sales.

■ *IRI*, Chicago, added **Rick Kash** and **Dimitri Panayotopoulos** to its board of directors.

Research Industry News

Acquisitions/transactions

■ Dublin-based **Accenture** has entered into an agreement to acquire **Analytics8**, an Australian big data and analytics consultancy. Analytics8's Melbourne and Sydney-based team will join Accenture Applied Intelligence, which uses artificial intelligence-powered data, automation and analytics.

■ Whitby, Ontario-based information tech company **360Insights** acquired **The Ohana Companies**, a promotional marketing firm headquartered in Wilmington, Del.

■ Toronto-based **Datametrex AI Limited** has entered into an agreement to acquire **Semeon Analytics Inc.**, a Montreal-based AI company specializing in the voice of customer. Pursuant to the terms of the letter of intent, Datametrex will acquire all of the issued and outstanding shares of Semeon.

■ According to Reuters, Britain's **Daily Mail** and **General Trust** has agreed to sell its energy information business **Genscape** to data analytics provider **Verisk Analytics** for $364 million. Genscape will become part of Verisk's Wood Mackenzie business.

■ Customer engagement company **Airship** acquired **Apptimize**, a user experience testing company based in San Francisco. The acquisition is intended to provide marketers and developers with a single solution to optimize the user experience across messaging channels and digital properties.

www.quirks.com/articles/2019/20191115.aspx

■ Tech conglomerate **Cisco** announced that it intends to acquire analytics startup **CloudCherry** to enhance its Contact Center portfolio. CloudCherry provides predictive analytics, customer journey-mapping and survey capabilities for customers operating contact centers in the cloud or on-premises.

■ Research and analytics firm **Leger** acquired **National Research Group**, a market research company in Vancouver, British Columbia.

■ London-based **Savanta** acquired **HSR Associates**, a marketing research consultancy headquartered in Lawrenceville, N.J.

■ Research firm **Clarivate Analytics** acquired **SequenceBase**, a company providing patent sequence information and search technology to the biotech, pharmaceutical and chemical industries. The acquisition is intended to complement Clarivate company Derwent's GENESEQ database and patent research platform Derwent Innovation, allowing users to search, analyze and find context in sequence data within patents.

Alliances/strategic partnerships

■ **RingLead**, an end-to-end data management company, announced its strategic partnership with **G2**, a peer-to-peer review site headquartered in Chicago. The partnership will enable RingLead and G2 customers to mobilize their G2 Buyer Intent data into verified accounts and contacts optimized for higher conversion rates through the RingLead platform.

■ Experience management company **Qualtrics** announced that **Urban Outfitters** has selected Qualtrics CustomerXM to optimize the retailer's customer experience program across its physical stores and digital channels. Urban Outfitters will use Qualtrics CustomerXM to enable leadership to understand customer sentiments by collecting feedback beyond surveys and running text and sentiment analysis on their X-data.

■ **Vividata**, a consumer and audience insights company, has joined forces with Manchester-based researcher **RealityMine**, opinion research specialist Ipsos and digital data collection firm Delvinia. The companies will form a passive panel to collect mobile behavioral data from Canadian consumers with their informed consent. Using RealityMine's passive metering technology, RealityMeter, the panel will provide mobile activity such as search, browsing, app use, ecommerce and audio/video streaming with real-world location data.

■ Boston-headquartered **Duck Creek Technologies** announced that **Saxon Insurance** has chosen to implement Duck Creek Insights to gain access to and intelligence on data from internal and external sources. This implementation will enable Saxon to further utilize data to work as a strategic asset.

■ **HubSpot** has partnered with **Supermetrics** to enable users to analyze and report data across HubSpot portals in Google Sheets, Google Data Studio and Excel. Additionally, users will now be able to consolidate HubSpot data with other marketing data for cross-channel analysis and reporting.

■ **Nielsen** and **Morris Network Inc.** have reached a long-term agreement for local TV measurement in all RPD+ markets including Chattanooga, Tenn.; Columbus-Tupelo, Miss.; Wilmington, N.C.; Gulfport-Biloxi, Miss.; Lexington, Ky.; and Macon, Ga.

■ **Comscore** has joined with **Adobe**, **Google** and **Oracle Data Cloud** to introduce privacy-focused connected TV audience segments that align with Interactive Advertising Bureau Tech Lab guidelines.

By utilizing Comscore's demographic segments, media buyers can reach users, manage frequency and deliver relevant ad experiences across connected TV.

■ E-sports audience analytics firm **FanAI** has partnered with **Interpret**, a consumer insights agency, to provide streaming audit and valuation services for e-sports leagues, publishers and events. As part of the deal, FanAI and Interpret will begin a partnership on research and data enrichment projects for brands and rights holders.

■ Audience solutions company **180byTwo** has partnered with **Snowflake**, a data warehouse built for the cloud, to join the Snowflake Data Exchange. 180byTwo will make its eCHO solution available, providing information to Snowflake customers in various industries through the Snowflake Data Exchange.

■ Researcher **Lieberman Inc.** renewed its partnership with **Confirmit**.

■ **Nielsen** has entered into a strategic alliance with **OpenSlate**, a provider of brand safety and content suitability measurement. Nielsen will bring together OpenSlate's technology with its Digital Ad Ratings.

Association/organization news

■ The **BioHealth Informatics Research Center,** which applies data analytics for health care solutions, has been officially recognized by Indiana University as a school center.

■ The **Canadian Research Insights Council** (CRIC) launched the CRIC Research Verification Service. This service is designed to help Canadians confirm the legitimacy of market research projects in which they are invited to participate. The CRIC Research Verification Service will also serve as a tool to allow the public to share their feedback. Feedback can be provided directly to all companies to help address public concerns and allow for continuous improvement in interactions with respondents.

Awards/rankings

■ The **Marketing Research and Insight Excellence Awards**, powered by **Quirk's Media**, have announced the award finalists. The Awards recognize the researchers, vendors and products and services that are adding value and impact to marketing research. Finalists are selected by a panel of judges made up of a combination of end-client researchers, supplier partners and Quirk's editorial staff. The awards will be given out at a red-carpet, black-tie gala on November 18 at the Edison Ballroom in New York City. A full list of the finalists is available at quirksawards.com/categories.

■ **Delvinia**, a market researcher based in Toronto, has been named among the winners for the 2019 Sales and Technology Marketing Awards program, also known as The Sammys. Presented annually by the Business Intelligence Group, The Sammys are awarded to technologies and organizations that are helping to solve the challenges organizations have connecting and collaborating with prospects and customers. Delvinia's automated research platform Methodify is being recognized for the award.

■ **Women in Research** announced the winner of the Best Places to Work award, naming **Opinium Research** in first place and acknowledging Breaking Blue as runner-up. The Best Places to Work Award celebrates companies in the market research industry who put the lives and livelihoods of their employees at the center of all they do.

■ **Illuminas**, a research consultancy based in Austin, Texas, has been awarded a 2019 Confirmit AIR (Achievement in Insight and Innovation) Award in the Project and Innovation category. The AIR Awards were created to recognize Confirmit clients who demonstrate innovation and excellence in delivering insight.

New accounts/projects

■ Insight agency **FlexMR** launched a research project titled The Consumer Postcard Project, which translates qualitative research into artworks that capture consumer sentiment. To launch the project, FlexMR has created representations of the retail, food production, food service, hotel, travel and financial service industries, and both style and subject matter reflect consumer opinion.

■ **Nielsen** signed on as a sponsor for AI4ALL, a nonprofit working to increase diversity and inclusion in artificial intelligence through education and mentorship.

New companies/new division/relocations/expansions

■ **Researcher Opinions LTD** opened a new testing center in Staten Island, N.Y.

■ **Axtria**, an analytics and cloud software partner to life sciences companies, opened its new Boston office in Waltham, Mass.

■ Research firm **Rakuten Insight Global Inc.** opened a branch in Bucharest, Romania.

■ Insights and data firm **delineate** has opened an operations center in Newcastle Emlyn, Wales.

■ **Ruths Analytics** and **Innovation Inc.**, a Houston-based petroleum analytics firm, changed its name to Petro.ai. As part of this announcement, Exchange.ai, a library of analytics, was renamed Petro.ai Exchange and DataShopTalk, a resource for the engineering and data science community, became Petro.ai ShopTalk. petro.ai

Research company earnings/financial news

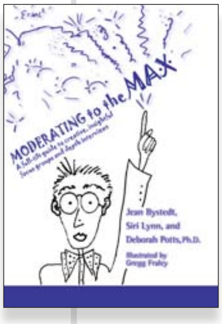
■ According to news site Broadcasting & Cable, analytics firm **Comscore** is cutting 8% of its workforce in the process of reordering its technology, product and sales organization. Comscore reported that the reorganization will cost $1.5-2.5 million, but the reduction in staff will decrease annual operating costs by $20 million. Most employees being let go will be leaving the company in the third quarter.

■ Insight translation agency **RP Translate** has reported 25% organic revenue growth in 2019, making it the fifth consecutive year of 15%+ annual growth.

■ **Neura**, a mobile app engagement analytics startup, has raised $16 million in Series B funding. The round was led by returning investors Pitango Venture Capital and Liberty Technology Venture. Other participants included Moneta Capital, Amdocs and AXA Ventures.

■ **KJT Group** is now a 100% employee-owned company through sale to the employee stock ownership plan and trust (ESOP). As a 100% ESOP-owned company, all of KJT Group stock is now held in trust by the ESOP exclusively for the benefit of KJT Group employees.

ESSENTIAL READING FOR RESEARCH PROFESSIONALS



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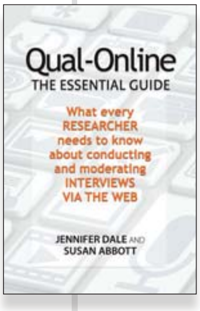

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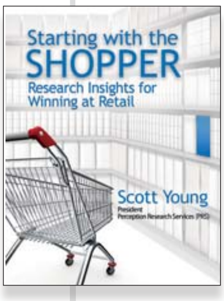
216 pages, 6x9, 978-1-941688-26-7 $29.95 paper



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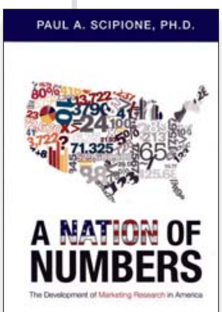


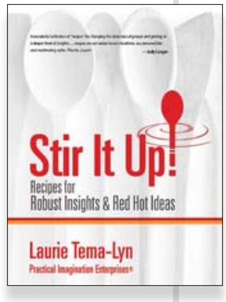
A Nation of Numbers

The Development of Marketing Research in America

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

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

Stir It Up!

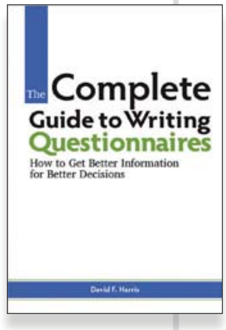


Recipes for Robust Insights & Red Hot Ideas

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

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

The Complete Guide to Writing Questionnaires

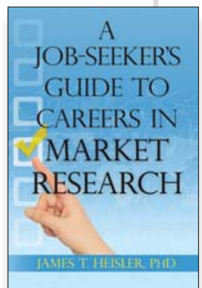


How to Get Better Information for Better Decisions

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

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

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



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10 minutes with...

Brad Dancer
EVP, Insights, Analytics & Data Strategy, National Geographic Partners

"We are looking at ways to better understand complex characteristics of word use – the semantics and syntax of words and the context with which they are used have incredible impact on our brand."

You've been with National Geographic for almost 20 years. What has been the most rewarding aspect of your job?

The most rewarding aspect is being able to stay with a company through intense change. The media landscape has changed drastically since I began in early 2000. I still had a VCR when I started with National Geographic. Being able to stay with National Geographic has allowed me to help build a strategy, manage through change and use my knowledge of the business and the brand to help it navigate through all of the change.

Do you have any advice for someone taking on a management role within an insights team for the first time?

Know your business. The amount of people I speak to that don't know the business they are supposed to be providing insights to is rather astounding. You have to understand the business as a consumer would see it – and as a consumer interacts with it – so that you as an insights leader are able to represent your consumers internally. Your team and others at your company expect you to have strong business acumen about your industry, your company, your competitors – so be a passionate student and infuse that passion with your team. Positive, enthusiastic passion is contagious and creates an atmosphere of intellectual curiosity that good insight professionals crave.

When managing a team for the first time, lean on their expertise, knowledge and experience. You don't know everything, so listen carefully. We are, in many ways, professional listeners, yet we often forget that when dealing with our teams.

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

One we are getting more involved with now is understanding deeper natural language processing. National Geographic has a large social footprint across the globe and while there are a number of great syndicated services out there, many that we use, they aren't great at really digging into true insights from our social footprint. As we pull in more and more comments into our own data lake across our social platforms, we can better evaluate and try out new methods of NLP. We're focused on this for the next few months at least as we look to enhance other survey, qual, ethnographic and research initiatives with commentary direct on our content. While it can't replace everything else, there's a lot to learn and a lot that can help feed other systems – personalization, as an example – that we haven't unlocked yet.

We are going into this with specific questions as we look for correlations with behavior with what our fans are commenting on in our social platforms and what content they are interacting with across our business. We are looking at ways to better understand complex characteristics of word use – the semantics and syntax of words and the context with which they are used have incredible impact on our brand. Too often, these factors are glossed over or summarized to the point of not being useful.

Read the full interview at www.quirks.com/articles/2019/20191122.aspx.