

ALERT!

MARKETING RESEARCH ASSOCIATION

Are you (seriously!) the speaker ISC attendees want to see? **Apply by January 23 at isc.marketingresearch.org/speaker!**



FIRST QUARTER 2015 · VOL. 55 · NO. 1

8 COMMON MARKET RESEARCH MYTHS

THE MOST INNOVATIVE TOOL IN RESEARCH...AND HOW
IT COULD RESHAPE OUR INDUSTRY FOREVER

MEASURING CONSUMER SENTIMENT TOWARD DATA
PRIVACY RISKS AND CORPORATE PRACTICES

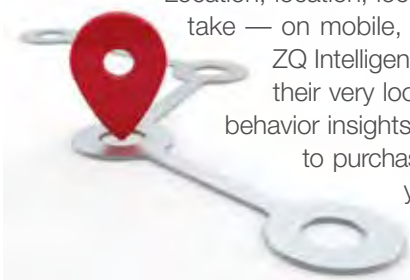
THE FUTURE OF MARKET RESEARCH: REPORTING YOUR
WAY INTO RELEVANCE

MRA CRC 2014 RECAP

5 TIPS TO BUILD A BRAND IN 2015



THEIR PATH TO PURCHASE NOW COMES COMPLETE WITH GPS COORDINATES.



Location, location, location. ZQ Intelligence™ now lets you track every action your customers and prospects take — on mobile, tablet and PC — to give you a detailed step-by-step map of their daily digital lives. ZQ Intelligence not only captures the 24/7 digital activity of a single individual, but uniquely pinpoints their very location. It also offers the ability to conduct surveys with that same audience. Integrating behavior insights with survey data differentiates ZQ Intelligence giving you a clearer picture of their path to purchase, so you can enhance your ad effectiveness, refine your brand strategies, and make your marketing just that much smarter. Download our new “Social Media Trends of Millennials” whitepaper at luthresearch.com today. **They live. You learn.**

ZQ Intelligence
+ Mobile

Editor Amy Shields, PRC

Twitter @MRAmrx

Phone 202.800.2545

Fax 888.512.1050

Look for us on Facebook and LinkedIn.

Article Ideas?

Contact Amy Shields at
amy.shields@marketingresearch.org.

Advertise in Alert!

Contact Lisa Lockwood for information at
lisa.lockwood@marketingresearch.org or
202.800.2545.

The views expressed in *Alert!* are solely those of the authors and do not necessarily reflect the opinions or positions of MRA.

Alert! is available online:
alert.marketingresearch.org

Upcoming Conferences

February 8-10, 2015
CEO Summit
Napa

June 3-5, 2015
MRA Insights & Strategies Conference
San Diego

October 5-7, 2015
Corporate Researchers Conference
St. Louis



Dan Roam, Business Visualization Consultant and Author, *The Back of the Napkin*, *Blah Blah Blah*, and *Show & Tell* at ISC 2014.



FEATURES

6

8 Common Market Research Myths

By Jess Schwartzkopf

14

The Most Innovative Tool in Research...And How it Could Reshape Our Industry Forever

By Isaac Rogers

18

Measuring Consumer Sentiment Toward Data Privacy Risks and Corporate Practices

By Jennifer Sikora

22

The Future of Market Research: Reporting Your Way Into Relevance

By Jeroen Rietberg

KEEPING INFORMED

47 Big Data Applications in Performance Marketing

By Tijs van Santen

50 How Today's Marketers Can Prepare for the Future

By Russel Cooke

52 Demystify the Future – See Beyond the Hype

By Lynne Thomson

54 5 Tips to Build a Brand in 2015

By Owen Shapiro

26

Follow Their Journey: The Changing Consumer Buying Landscape and the Market Research Methods Needed to Map It

By Gina Woodall

30

Online Research Communities and In-the-Moment Mobile Surveying: A Research Solution for the Age of Context

By Julie Vogel

35

Alert! Magazine's Innovation and Technology Directory

40

MRA CRC 2014 Recap

56 Market Research...Formal Listening

By Barbara Gassaway

60 Why Ads Should Name Brands "Early and Often": It's Not What You Think

By Joel Weinberger

62 No More Clark Kents

By Betty Adamou

64 Survey Invites, Survey Introductions and Interest Bias: Risks and Recommendations

By Pete Cape

DEPARTMENTS

2 Keeping Pace

By Amy Shields, PRC

4 Embracing Innovation Quickly and Responsibly

By Ted Donnelly, Ph.D., PRC

10 Welcome New Members

12 Managing Change

David W. Almy

48 Heading Off Legal and Regulatory Trouble in 2015

By Howard Fienberg

65 Industry News & Announcements

Keeping Pace

I am a researcher. I have been a member of MRA since 1995 and was an early PRC adopter. After many years (15+!) of volunteer service to the Association, I still get a chuckle from the irony of life's twists and turns, particularly those which brought me full-circle to work for an organization that I have respected for 20 years and whose sole purpose is to reinvest in the marketing research industry.



My greatest desire is that the team I'm so proud to be a part of makes a difference. And, in a seemingly unrelated but shocking revelation, I love my junior high schooler and digital native daughter, Madelyn.

Recently, I spoke with Maddy's advanced computer and technology teacher who told me that she is quite the young leader. When asked to illustrate what made him feel this way (the qual hat never comes off!), he said that she often leads small groups of teams and uses my job as an example of how technology is applied in a real-world context. Of course this made me smile, but perhaps not as much as the clarification he provided by way of several questions: "You're in marketing, right? And you use lots of programs and technology to do research for large organizations? And you often travel to help others understand marketing and advertising?" Although she's grown up in a "research household," my daughter doesn't know exactly what I do and can't conceptualize the blending of marketing and research, let alone that of the changing landscape due to technological advances (which to her are not "new" at

all), or why efforts to stay relevant and protect the profession are vital. I relished the opportunity to more effectively explain to my 14-year-old what marketing research really is, why it's important that I conduct research for my relatively small organization and the job satisfaction I garner from working for a non-profit that has established standards, the *Code* and tons of educational opportunities...for the industry at-large and personally.

Unfortunately, my daughter's confusion around marketing research is not uncommon. She knows I use advanced technology every day, but doesn't know to what end. Sound familiar? The technology itself doesn't captivate her because her world has always included 24/7 connectivity. (She was even selected as part of a control group in 6th grade that beta-tested an online platform to replace textbooks and submission of homework and special assignments. Two years later, her school is 100 percent web-based.)

Many parallels exist between my daughter's lack of understanding with regard to the application (not the acceptance) of technology, her general misconceptions and the MR industry itself. I conduct qualitative research every day – speaking in-depth with members and non-members, listening to and probing them about their challenges. Bluntly, many of the findings are not surprising (prevailing slow-pay norms, agreement language, unpredictable workflow and privacy concerns), but one of the most frequently recurring themes is technology and its impact on MR.

While nobody is suggesting that traditional methods cannot and will not continue to have a place at the table, diversification built on fact-based analysis of the future seems to be in order, particularly surrounding the synthesis of insights. It's been said (controversially) that tech companies are much more agile at adapting to MR than the reverse. At the very least, researchers need to be diverse to keep pace. And what about the decade ahead? The quantity of available information to researchers (and brands) will be unimaginable, even by today's standards.

As David Almy mentions on page 12, all researchers need to be acutely aware of where money is being spent on MR... and capitalize on it.

Much research – including our own Research Industry Index (RII) – confirms that there's a hopeful outlook in the air. And I'm with you! If we stay on our toes as an industry, there is ample reason to view our future beyond this year with something better than cautious optimism. In 2015, MRA will serve up fearless programming and education that's grounded in research and the realities of your business. We hope to be both your inspiration and your support.

I would be remiss if I did not mention the upcoming biannual CEO Summit February 8–10 in Napa. This is an event in every sense of the word, designed in a forum-like format where executives' thinking is challenged while their knowledge is expanded, all in an environment that promotes and supports openness and trust. (You can check out the schedule at <http://summit.marketingresearch.org/program.cfm>.) We're not quite ready to unveil our programming for ISC and CRC, but stay tuned. I think you'll be excited when you find out what we have in store! ▼

Amy Shields, PRC is MRA's director of research and the editor of *Alert!*. She can be reached at amy.shields@marketingresearch.org.

The preeminent association
promoting, unifying and advancing
the insight, opinion and marketing
research profession. Join us!

www.MarketingResearch.org

MRA

Shopping For Him
Is Better Done Online



Shopping For Me
Is Better Done In Person



Thankfully, Schlesinger Associates Does Both

Actually, we can't help you find that perfect fit. However, we will deliver the right solution to fit your exact market research requirements. Whether it is qualitative or quantitative, Schlesinger Associates is your resource for complete global data collection services.

Tel. +1 866 549 3500



YOUR GLOBAL RESEARCH PARTNER, ANYWHERE, ANYTIME.

Recruitment > Focus Groups > Online > Technology > Global Project Management

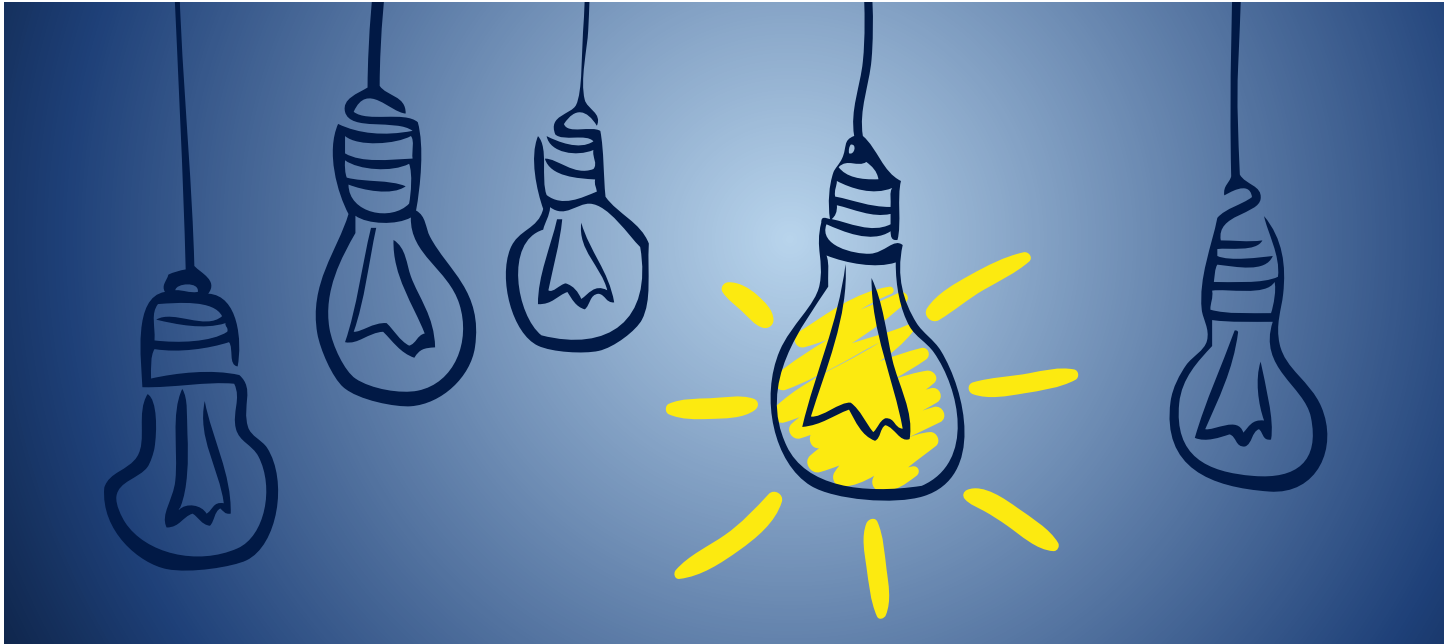
SchlesingerAssociates.com

© 2011 Schlesinger Associates.

Embracing Innovation Quickly and Responsibly

By Ted Donnelly, Ph.D., PRC

The marketing research profession has traditionally been conservative in approach and slow to change. Methodologists, by nature, are reticent to embrace new modes of data collection without scores of empirical data to validate such a change.



It's simply in our DNA and what makes us research professionals. I cannot identify precisely when the cultural shift occurred, but it has been swift and staggering; there has been more change in this industry in the past five years than there was in the preceding 20. As practitioners, we have been afforded the opportunity to study patterns of thinking, observe behaviors of consumption and deliver insights in ways previously deemed unimaginable. Social analytics, biometrics, facial encoding, wearables and geo-fencing are just a small sampling of the new technologies being used to monitor the consumer landscape. *In the moment* once meant an interviewer and a cameraman. Today, that term elicits probably a dozen unique offerings. By next year, there's likely to be a dozen more. As our toolkit expands, we have a chance to better align problems with solutions to the satisfaction of clients who grace us with their patronage.

However, I would caution the industry not to throw the baby out with the bathwater by getting too caught up in the movement. Embrace the new tools, integrate them into your process and seek a greater variety of partnerships. Innovation is an intoxicating refrain and makes for far more interesting watercooler or exhibit booth discussion than extolling the virtues of conventional wisdom

There is a chord to be struck in responsibly pushing the innovation threshold without losing our identity by instinctively chasing the shiny and sexy in perpetuity.

and time-tested methods, but the dialogue has become laced with hyperbole focused on *replacement* rather than the *complementary* nature of what we now have to offer as a collective profession.

The concern with a singular focus on innovation is that it can lead to a misguided cycle of reinventing ourselves, unfounded in sound principles but motivated simply to keep up with the Joneses. There is a chord to be struck in responsibly pushing the innovation threshold without losing our identity by instinctively chasing the shiny and sexy in perpetuity. Ultimately, our responsibility to our buyers is to fill their practical need for a greater understanding

of their target audience. Choosing the most appropriate methodology for the objectives regardless of what is more interesting to propose allows a place for innovation that does not sacrifice the quality of the information delivered.

There are simple questions to ask in this process:

1. What solutions will best address the information needs related to the business problem in question?
2. What impact does the sampling frame have on the practicality of the various options?
3. Which will ultimately produce the most valid, actionable findings?
4. How do timelines and budget affect the ability to implement a particular solution?

As you flip through the pages of this issue, I encourage you to seek out inspiration. Hopefully, you will discover a new tool to integrate into your process. Embrace the opportunity to deliver insights in game-changing ways! Just be sure to innovate for a purpose. Don't be innovative just to be entertaining. Be innovative to be insightful. ▽

Ted Donnelly, Ph.D., PRC, is the managing director of Baltimore Research and the Chairman of MRA's Board of Directors.



MRA Member Benefits

No one is investing on behalf of its members, or pushing the boundaries to contribute directly to your success, like the Marketing Research Association. *All* of MRA's income is dedicated to furthering the interests and acceptance of the marketing research profession.

MRA is proud to offer a wide array of products and services to enhance member value. We welcome your questions and suggestions!

For general information please call 202.800.2545; for inquiries on a specific product or service please email the staff member below:

- ✓ **MRA's Code of Marketing Research Standards** provides protection from bad actors through its promotion and enforcement. For more information on MRA's Code visit www.marketingresearch.org/code or contact Amy Shields at amy.shields@marketingresearch.org.
- ✓ **Alert!** magazine is distributed quarterly and offered in a robust digital format for all devices. Additionally, it is searchable on the MRA website and the Web. PDF versions of 75+ current and archived issues with links are newly available on MRA's site at www.marketingresearch.org/alert. For information regarding content contact Amy Shields at amy.shields@marketingresearch.org. For *Alert!* advertising information contact Lisa Lockwood at lisa.lockwood@marketingresearch.org.
- ✓ **MRA Update** puts legal and industry news right to your inbox 50 weeks a year. For more information regarding *Update* content contact Amy Shields at amy.shields@marketingresearch.org.
- ✓ **Webinars** are presented by industry experts covering the latest trends and technologies – with no sales pitches. There are 20+ free-to-member webinars presented yearly with 50+ archived webinars available on demand. For more information visit www.marketingresearch.org/education or contact Jennifer Cattel at jennifer.cattel@marketingresearch.org.
- ✓ **The MRA Website** is an interactive clearing house of research information. Learn more at www.marketingresearch.org or by contacting Ann Morgan at ann.morgan@marketingresearch.org.
- ✓ **Advocacy** through daily results-oriented representation of your interests before government officials. More information is available at www.marketingresearch.org/advocacy or by contacting Howard Fienberg at howard.fienberg@marketingresearch.org.
- ✓ **Blue Book Marketing Research Service Directory** provides invaluable industry information. For more information visit www.bluebook.org or contact Cheryl Bechard at cheryl.bechard@marketingresearch.org.
- ✓ **MRA Certificates** provide recognition of educational achievement. More information can be found by contacting Jennifer Cattel at jennifer.cattel@marketingresearch.org.
- ✓ **Corporate Researchers Conference (CRC)** takes place in St. Louis October 5-7. For more information visit www.marketingresearch.org/crc or contact Jennifer Cattel at jennifer.cattel@marketingresearch.org. For exhibiting and sponsorship opportunities contact Lisa Lockwood at lisa.lockwood@marketingresearch.org.
- ✓ **Insights and Strategies Conference (ISC)** takes place in San Diego June 3-5, 2015. For more information visit www.marketingresearch.org/isc or contact Jennifer Cattel at jennifer.cattel@marketingresearch.org. For exhibiting and sponsorship opportunities contact Lisa Lockwood at lisa.lockwood@marketingresearch.org.
- ✓ **Professional Researcher Certification (PRC)** is a powerful tool for individual researchers of all work experience and education levels. For more information visit www.marketingresearch.org/certification-about or contact Jennifer Cattel at jennifer.cattel@marketingresearch.org.
- ✓ **Business Advocacy** provides greater acceptance of marketing research by leveraging the vast issue expertise of the membership. For more information contact David Almy at david.almy@marketingresearch.org.
- ✓ **Media Relations** increases the reliance upon marketing research via promotion of the value of MR to the business community. More information is available by contacting David Almy at david.almy@marketingresearch.org.
- ✓ **Chapter Events** extend MRA's reach by providing learning opportunities around the country. For more information contact Lisa Lockwood at lisa.lockwood@marketingresearch.org.
- ✓ **Social Media** provides members a community in which to share best practices and industry news. Contact Howard Fienberg at howard.fienberg@marketingresearch.org for more information.
- ✓ **Career Center** lists hundreds of job opportunities for those seeking careers, while employers can focus their search on the right candidates. For more information visit the Career Center at www.marketingresearch.org or contact Linda Pylant at linda.pylant@marketingresearch.org.
- ✓ **Discounts** save members on education and networking events. More information is available by contacting Lisa Lockwood at lisa.lockwood@marketingresearch.org.

To learn more about MRA membership and associated benefits, please contact us at 202.800.2545.



8 COMMON MARKET RESEARCH MYTHS

By Jess Schwartzkopf



Whether you are managing an existing brand or launching a new product or service, getting to commercial success can seem daunting. Sometimes you just need answers before you can proceed. That's where the right mix of market research is needed.

When done correctly, market research can play a key part in helping predict which of your new business or brand ideas will fly in the marketplace. In today's fast-paced world, companies sometime reduce or skip the all-important research phase and move straight to testing or validation. All too often this results in more dollars spent on an incomplete or imperfect idea and extra time spent fixing what's broken later on. Because of this, we want to debunk eight of the most common market research myths that may dramatically impact how your company views market research.

Myth 1: Market Research is Too Expensive

We hear this all the time. The question here is not so much about cost as it is about risk. As an insights manager, you have a choice to make up front: invest the money now or invest even more money later. What is it worth to know in advance that a new product will likely fare well before you spend the money to launch it? Think about how hard it will be to explain to your boss why the new product failed, or why your most trusted brand's market share is slipping, when you could have prevented it with quality consumer insights early on. Remember that market research projects can be tailored to fit any budget, from small to generous. Your research partner should be able to work with you to get the information you need at a price point you can afford. Consider the cost of the research in light of the value in upfront decision-making confidence, proper concept testing and refinement, and products or concepts that have been proven to be ready.

As an insights manager, you have a choice to make up front: **invest the money now or invest even more money later.**

Myth 2: A Researcher Could Never Understand My Complex Business

A researcher doesn't need to understand the detailed complexities of your business; they just need to be well-versed in the different types of research available to get the answers you need. Certainly it helps if they know a little about your business,

and you should provide them with detailed information about it as well as your research goals, market and consumer. It can be helpful if they know your industry jargon at some level, but their research expertise is much more valuable to you. Regardless of the industry, a good researcher can design a study that will deliver against your objectives. Often, their experience in other categories will give you a much needed fresh perspective on the challenges you face.

Regardless of the industry, a good researcher can design a study that will deliver against your objectives.

Myth 3: We Know Our Customers – Research Would Just Tell Us What We Already Know

Do you really know your customers? Do you truly know the motivations behind their purchases? When you hire a good researcher, you gain deeper insights into your target customers. A deepdive research study can reveal hidden motivations or desires that are not apparent in more superficial interactions like surveys. Additionally, markets are dynamic; what is true today may not be true tomorrow. Consumers are forever changing how they interact with media, products, technologies and even their belief systems. It is tough to say you have a pulse on all of that if you aren't actually gaining feedback from them on a regular basis.

It is much easier for a customer to tell a researcher how your brand let them down than it is for them to tell you.

Myth 4: We Can Do Our Own Research

There are certainly things you can learn by interviewing your friends and internal networks about your brand, or going on your Facebook page and asking fans what they think. But there are limits to this "convenience sampling," as we researchers call it. A good researcher presents themselves as an impartial third party, inviting consumers to tell the truth without feeling like they are talking directly to the brand (where they might not be as forthcoming). It is much easier for a customer to tell a researcher how your brand

let them down than it is for them to tell you. Getting a half-truth from your customer will not help get the real answers you need. Researchers are highly skilled in structuring their research studies to minimize bias in the data.

Myth 5: It's Easy to Design a Survey or Conduct a Focus Group

Not so fast! Anyone can post an online survey these days, but the old adage holds true: "garbage in, garbage out." If the survey questions are biased, or the flow is incorrect, your feedback will be compromised. Good surveys use very specific pacing, wording, question formats, moderator probing and answer scales in order to receive valid feedback. Good focus group moderators are trained to design discussion guides that encourage consumers to actively participate in the discussion in order to give you a deeper level of understanding and a clear view of their decision-making process. Also, a good researcher can use specialized techniques like ethnography, journaling, observation, environment analysis, etc., to help better predict what the consumer will actually do once your brand or product is in front of them at the store.

Good surveys use very specific pacing, wording, question formats, moderator probing and answer scales in order to receive valid feedback.

Myth 6: Online Research is Not as Good as Traditional Face-to-Face Focus Groups

The truth is, both are vital within the research world. We agree that you sometimes need to talk to a consumer group in a personal setting. Some folks simply won't be comfortable online (e.g., older participants, or those who don't have reliable Internet access). In these cases, face-to-face research is best and sometimes you just need to observe folks personally to capture specific body language cues while they provide their opinions. However, the digital revolution has opened a whole new world for market research. It is now possible to field research faster, for less money. You can access people across the globe for a single study if needed and, using mobile technology, you can talk to them at the precise situational moment you need (e.g., while standing in front of your endcap display at a retail location). This is a huge advantage over asking a consumer to come

sit in a structured focus group room. Online research is a vital part of today's research toolbox.

Myth 7: Gathering Lots of Data is Enough

In today's world, where everyone has a digital phone, every purchase is scanned and every opinion is posted and tweeted on social media, there is more than enough consumer data available. In fact, there is so much data it is hard to decipher the valuable from the invaluable. So how do you slice and dice it? What does it all mean? Data is only valuable if there is insight behind it to help you find the right direction. A good research partner will not only help you access and collect important consumer data, but will also dig deep to discover prescriptive insights that can positively shape your brand.

Myth 8: It's a Choice Between Quantitative and Qualitative Research

Qualitative and quantitative research are meant to complement one another. Quantitative research helps prioritize and screen ideas while qualitative research answers the "why." They are a powerful combination. You can run a large online survey to help prioritize new product or concept ideas, which will help you understand which ideas merit further attention and focus based on consumer feedback. You can then follow up with a qualitative study that focuses on why consumers like each of those ideas. Qualitative research can dive much deeper into the drivers behind consumer behaviors and purchase intent. It can show the difference between someone who might simply like your product...and someone who buys it.

So there you have it. Eight common myths addressed and debunked. These are not the only myths we see, but have found these to be the most common within companies, both small and large, across multiple industries.

Citation:

This article was repurposed from the following original blog post: GutCheck, Jess Schwartzkopf (2014, October 21). Market Research Myths: Part 1 & 2, <http://blog.gutcheckit.com/8-market-research-myths-1-4>, <http://blog.gutcheckit.com/marketing-research-myths-part-2>. ▼

Jess Schwartzkopf is a marketing manager at GutCheck in Denver, Colorado, a full-service company that focuses and specializes in key market research applications in order to help products and advertisements win.

Showcase your Talent



Your research is valuable. **Marketing Systems Group** can make your projects state of the art. Using **Genesys Sample**, **PRO-T-S research** Predictive dialers, **GIS** geographic services, and **ARCS** feedback management systems, the spotlight is on you.

With over twenty five years of commitment to quality and customer support, let us help you make your next project a work of art.

Contact us at **215.653.7100** or visit our website at **www.m-s-g.com** for more information.



Welcome New Members

Erni Armstrong

Freestyle Marketing Group
Salt Lake City, UT

Christin Berry, CAE

ASAE: The Center for
Association Leadership
Washington, DC

Ashley Bilko

Transamerica
Downingtown, PA

Andre Brown

United Stationers
Chicago, IL

Emily Bui

R2C Group
Lake Oswego, OR

Dan Buice

A Closer Look
Norcross, GA

Frederique Buntoum

Farm Market iD
Wendell, NC

Rebecca Burnham

IDG Research Group
Framingham, MA

Stephen Candelmo

Synapsify, Inc.
Bethesda, MD

Vicki Cantwell

The Joint Commission
Oakbrook Terrace, IL

LaQuanda Carter

Western New Mexico University
New York, NY

**Diego Adolfo
Chavez Terrazas**

Caracas, Venezuela

Said Echchakoui

University of Quebec en
Abitibi-Témiscamingue
Rouyn-Noranda, QC

Tom Ellis

Nielsen Company
Hinsdale, IL

Jerry Evas

SpiderMetrix.com
Mount Eliza, Victoria, Australia

Roger Feltman

Buffalo Wild Wings
Minneapolis, MN

Alicia Filson

American Chemical Society
Washington, DC

Kia Gainey

Remington Outdoor Company
Madison, NC

Yuri García

Quantum Argentina Fieldwork
Ciudad de Buenos Aires,
Argentina

Thomas Harper

Plante Moran
Southfield, MI

Sabrina Henderson Lomeu

Blount International
Portland, OR

Hui Huang

Johns Hopkins University
Baltimore, MD

Kelly Idol

Relevate
Springfield, VA

Athena Julian-Biles

Aurora, IL

Betsy King

Henkel
Cleveland, OH

Darren Laskowski

ROHO, Inc.
Belleville, IL

Chris Le Bourgeois

Merrill Corporation
St. Paul, MN

Laura Leach

Woodbridge, VA

Janet Litterer

ComSim, Inc.
Fairfield, CT

Wayne Marks

HANSA/GCR
Portland, OR

Leslie Martin

Sterling Research Group
St. Petersburg, FL

Lynnette Mays

Coconut Creek, FL

Kyley McGeeney

Pew Research Center
Washington, DC

Jennifer Moretti

The Christian Science Monitor
Boston, MA

Scott Nixon

SSI
Audubon, NJ

Jody Oshrin

Insights Focus LLC
Long Beach, CA

Anthony Peternana

ReRez
Dallas, TX

Mari Peterson

Pacific Lutheran University
Tacoma, WA

Leslie Picon

Time Warner Cable
Cerritos, CA

Laketa Poindexter

Houston, TX

Sonja Poole

University of San Francisco
San Francisco, CA

Shannon Marie Powers

University of Florida
Gainesville, FL

Katie Rigby

Advantage Sales & Marketing
Boise, ID

Pamela Riley

Thomson Reuters
Carrollton, TX

Zebulon Rollins

West Texas A&M University
Amarillo, TX

Juan Carlos Saldana

ITG Research
Lima, Peru

Lenna Schott

Transamerica
Wilmington, DE

Kalara Schuster

MindSwarms
San Francisco, CA

Tiffany Schwalm

Fuel Global
Chicago, IL

Don Seok

Fuel Global
Jersey City, NJ

Leah Solberg

Buffalo Wild Wings
Minneapolis, MN

Susan Stawicki

Moody's Analytics
New York, NY

Julia Sumner

ICF International
Rockville, MD

Christine Svoboda

Markelytics Solutions Ltd
Hamilton, NJ

Lindsay Vanek

Oregon State University
Corvallis, OR

Deb Ward

TSI Corp.
Lebanon, TN

Josiah Waxman

NSF International
Ann Arbor, MI

Grace Wepler

Black & Veatch
Overland Park, KS

Laura Wisniewski

Dieringer Research Group, Inc.
Brookfield, WI

Lucy Wu

CSG-ORblinx International
Corporation
Thousand Oaks, CA

Natalino Xuereb

Delta Dental of Wisconsin
Stevens Point, WI

Stephanie Zrebic

Moody's Analytics
New York, NY

For more information
on joining MRA, visit
[www.marketingresearch.org/
membership](http://www.marketingresearch.org/membership)

Unlocking the **POWER** of Research



Great Lakes & Atlanta SE



Joint Chapter Conference

January 21-23, 2013

Register at

<http://www.glcmra.com/events/>
\$325 members / \$350 non-members

SHORE CLUB - Miami Beach

\$199 Night (rate good until January 9th 2015)

For reservations call

Yasmine Boissen at

305.695.3298

Speakers

Lorin Drake - Publix

Erwin Chang - Novamex

Jim Bryson - 20/20 Research

Caitlin Dydzuhn - Telemundo

Carol Shea - Insights Central Inc.

Mario Carrasco - ThinkNow Research

Steve Sherman - Madison Square Garden

Bill Anderson - Greater Miami Convention Bureau

*For questions about this event
as well as sponsorship
opportunities contact*

Kim White at 610.202.2725

SPONSORSHIP OPPORTUNITIES

\$100	Gold Level
\$300	Platinum Level
\$500	Titanium Level

Please call Kim White (610.202.2725) to discuss
cocktail party sponsorship options

Managing Change

By David Almy

One MRA legend has it that the modern age of marketing research began in the 1950s when an entrepreneurial group of remarkable people with clipboards, pencils, a list of questions and sometimes products went door-to-door collecting consumer sentiments, all tallied and analyzed to generate salable insights and strategies.



In its day, this was cutting edge. To my knowledge, traditional door-to-door research no longer exists as a daily, ongoing business, having been replaced with more efficient and effective marketing research tools and techniques.

In another industry, for most of the 20th century, Kodak was a cutting-edge technology company, but in 2012 the company filed for bankruptcy after its core business – film imaging – was eclipsed by the more efficient and effective tools and techniques of digital imaging.

Of course, there have been many times that innovation has been disruptive and many businesses once strong have been replaced by those employing more efficient and effective tools and techniques.

In retrospect, unlike most in the early research biz, Kodak was unable to evolve with the times. Some say it had cultural barriers – decades of reliance on a cash cow (film) bred an inertia which management could not surmount. Some say it was denial – company employees just couldn't believe that what had been so lucrative for so long could "just go away," but go away it did. What is true is that Kodak failed to aggressively manage a profound market shift away from its core business, a shift which began at a time when it still possessed the resources to radically reinvent itself.

Some say that MR has been undergoing a series of market shifts of similarly profound magnitude.

Fast forward to Ryan Backer, one of our keynote speakers at MRA's 2014 Corporate Researchers Conference last September. He talked about the approach General Mills – arguably the Harvard or MIT of corporate researchers – is taking toward marketing research. His was a tour-de-force of a presentation. Three themes emerged to my ear.

The first was that General Mills is agnostic regarding the modes and methodologies they employ to conduct research so long as the company's adoption of new approaches results in greater efficiency and effectiveness than those they replaced. Romance plays little role in these decisions. The company is not loyal to existing ways to conduct research. If there are better MR mousetraps available, General Mills is going to buy them, he said.

The second was that General Mills has the resources to scout, vet and deploy those new mousetraps. Few companies have this bench depth. Their success has allowed them to move quickly, which is why they are thought leaders. Success often begets success.

The third was that they have the attitude and approach from management to be objectively progressive, open to new ideas and willing to take risks. This sophistication is a key advantage for the company.

Stability and predictability in any business is nice to have. However, for several reasons, that's not always a realistic expectation. Researchers need to be penetrating in their assessment of themselves and their company's potential.

As researchers focused on the future, what needs to be followed is economic activity. Said another way, regardless of your role in research, to ensure future success, you need to be acutely aware of where research is trending – watching what methodological competitors are doing – by following where money is being spent on MR and capitalizing on it.

To oversimplify, there may be three types of researchers: Proven, Progressive and Mainstream.

Proven – These are researchers anchored in a successful past, using proven tools and techniques that they know well and with

which they are most comfortable. There may be institutional inertia at play here, where the successful practice of research has been built around people or teams who have a demonstrable record of success and profit. New, in their case, can mean disruptive, which is not comfortable. Researchers using established tools and techniques can fall into this category.

Progressive – Progressive researchers are actively interested in adopting innovative tools and techniques that work better than those they're using now, based upon the research value those innovations can provide to their internal or external clients. They are entrepreneurial, on the offense, ahead of their audiences, and somewhat rare. Whether they are buying or selling research, they share the same attitude.

Mainstream – The vast majority of researchers probably share some qualities of both other groups, keeping an eye toward innovation tempered by workload reality and practical limits on resources. They're usually tired, but hopeful about the future.

Who will be most successful?

Here's a hint: I still shoot film from time to time, and treasure doing so (as it's retro, and fun), but also normally use several digital cameras for most work. Managing the change from film to digital has been challenging but necessary, as it's getting harder and harder to even find labs to process film. And as new digital cameras continue to improve, the tiny market for film will shrink further still.

Even as tools and techniques change, I'm excited daily by photography as well as by marketing research. If you're truly serious about any avocation, you need to stay ahead of its evolution, aggressively managing the change from what was once state-of-the-art to what will be tomorrow, and head in that direction as quickly as you can.

Today, Kodak is a hollow shell of its former self, but with the right approach as a researcher, you still have the opportunity to manage change far better than that once great company. ▼

David W. Almy is MRA's CEO. He can be reached at david.almy@marketingresearch.org.

The 2015

BLUE BOOK LISTING

**MRA MEMBERS
SAVE \$100**

FOCUSED LISTINGS REACH QUALIFIED BUYERS

GAIN MORE QUALIFIED LEADS

Classify your services with up to 10 different business categories:

Data Collection – Quant & Qual • Full Service Market Research • Research Supplier/Provider • Related Support Services • Qual Consultant/Moderator • Field Management • Data Processing • Focus Group/Qual Facilities • Sampling • Technology Provider • Transcription Services • Online Research Services • Online Surveys & Panel Providers

INCREASE TRAFFIC

Drive traffic to your
website with a targeted
online banner ad

GET NOTICED

Affordable advertising packages
get you all the essentials – logo,
email, web and social media links,
first priority listing results,
banner ad, photo

MRA MARKETING
RESEARCH
ASSOCIATION

MARKETING RESEARCH ASSOCIATION
1156 15TH STREET NW, SUITE 302
WASHINGTON, DC 20005



www.BLUEBOOK.org Purchase a listing at www.bluebook.org/listquick or call Cheryl Bechard at 202.800.2545



THE MOST **INNOVATIVE** TOOL IN **RESEARCH...**AND HOW IT COULD **RESHAPE** OUR INDUSTRY **FOREVER**

By Isaac Rogers

Throughout the marketing research industry, researchers and marketers alike are seeking a breakthrough technology to revolutionize their insight-gathering process.

In fact, given a headline like this article, you are now likely primed to hear about a brand-new, social media-monitoring, neuroscience-powered, qual-quant hybrid software which delivers powerful new insights in a matter of minutes from respondents anywhere across the globe and costs pennies.

Sorry, but that's not what this article concerns.

Truthfully, there is no "magic bullet" coming right now to change our world forever, no software platform destined to radically redefine market research. Again, I'm sorry to disappoint, but I'm just not seeing such a technology on the horizon.

However, let me suggest a tool that *is* far more formidable than any single piece of software and has the power to dramatically change our industry. It holds the key to providing clients deeper insights to their questions and to giving researchers more innovation for solving market challenges and for growing the field of market research far beyond its current reach. Plus, it will be our defense against the ever-encroaching forces peeling away at the research industry. What mystical tool am I talking about? Risk. Calculated, innovation-seeking risk.

Risk – and, more broadly, the appetite for experimentation, curiosity, change and failure – can be a rare commodity within our industry. When you look at the way we've constructed the research value chain and how projects are designed (from client to agency to suppliers/partners), we are all complicit in developing a system that rewards execution but gives little-to-negative value to risk-taking and new approaches.

So here are steps the industry could (and must!) take in order to ensure we all innovate together.

Developing an industry that generates change

One can easily find copious evidence that our industry is risk-averse. While there are plenty of innovative, risk-taking agencies and marketers all over the world, as a whole, most of our dialogue internally tends to revolve around the struggles we experience while adopting and mastering new techniques and skills.

If you need proof, attend any industry conference. Inevitably, there will be a panel discussion (or two) about how we can better promote change or how we must defend ourselves and our turf from external, non-research entities like management

consultants and Big Data experts coming from other arenas. Often, when the panel discussion focuses on solutions, a game of pass-the-baton begins where each level of the MR cycle finds reasons why the others won't support the kind of innovation that we all need to thrive.

Truthfully, there is no "magic bullet" coming right now to change our world forever.

A better question to ask ourselves is: Who exactly is responsible for championing change, and what areas of research are most desperate for innovation?

Arguably, this question can be answered as follows: *Innovation should focus on marketers and brands first.* At the end of the day, it's the insight demands of the end-clients for which we've built this entire industry that matter most. The end-client's desire for change is an often-echoed sentiment: better, more actionable insights, faster and cheaper. And while innovations that improve agency efficiency or engage respondents in more creative ways are important, the lion's share of our risk-taking and innovation should focus on client needs.

As a secondary focus, our innovation should concentrate on the research participants – the living, breathing people willing to share their time, opinions and even expertise to help us build better brands and products. We should strive to understand the human experience in deeper and more useful ways by developing technologies and approaches that help unearth new insights from the respondents.

However, it seems to some in our industry that the innovation we've managed to integrate into common practice has the priority list backward. A tremendous amount of work has been done to innovate data collection, simplify sampling and provide scalable digital qualitative tools – all great for the research agencies – but far less success has been found in client and participant innovation.

In preparation for this article, several of our clients and qualitative research agencies were interviewed to discuss the obstacles they feel stand in the way of innovation. Based on their feedback, along with the

insight of several end-clients and our own experience over the past several decades servicing market research agencies, we identified four truths that could spur the element of risk needed to put our industry into innovation overdrive.

Truth #1: Break the cycle of projects and make space for change

Overwhelmingly, the single most frequently-mentioned impediment to change was the project-to-project lifecycle many clients currently live within. For many end-clients, their research is perpetually in one of three phases: recently completed, in progress or planned. As one project kicks off, another is under analysis. Add in research planning, new vendor pitches and, of course, any non-research activities, and a corporate researcher's calendar is oversubscribed. The thought of building in time to innovate processes or to experiment with new methodologies finds its way to the proverbial "back burner" far too often as the day-to-day realities consume all internal resources. The story is much the same on the research agency side, with all of our interviewees expressing frustration with the fact that they rarely have time for the kind of technology and methodology experimentation they would really like to embrace.

How can we, as an industry, begin to break this never-ending chain and give ourselves room to take risks?

Truth #2: Build experimentation into the research process

A method that has been successful in other practice areas is the concept of required "R&D" time or budget. This is a common ritual in industries that thrive on change: software development, consumer electronics, automotive manufacturing, biotechnology and other fast-paced verticals. Most people are familiar with Google's infamous "20 percent free time" policy, where developers can choose to work on other projects or even develop their own ideas on the company dime. Many credit 3M's policy of providing 15 percent free time for the invention of Post-it-Notes™.

While there is much debate about the exact value and cost of these "free time" policies, one thing is abundantly clear – it's less about the productivity during such free experimentation time and more about the *overall culture it creates*. These programs produce cultures that feed new ideas and encourage open thinking.

So where is the "free time" in market research? When was the last time your staff

was allowed to drift away from the day-to-day and exercise their creative muscles? How many research projects have you been part of where the goal was to experiment and try a new methodology?

As an industry, we must begin to take that risk and build in budgets and projects that explore new possibilities. One of our clients maintains a portion of their annual budget for testing new methods and evaluating new technologies. Even as a small percentage of their overall budget, this policy has had dramatic impact; years ago, they were one of the first end-clients to experiment with mobile qualitative and are now one of the most sought-after digital researchers for in-the-moment qualitative insights.

One of the reasons given to oppose built-in experimentation projects is the cost of execution. And the fieldwork, logistics and software costs can seem daunting in the face of ever-shrinking budgets. However, what might come as a surprise to most marketers is that the down-chain providers often heavily discount or even give away their services for free if the project is related to testing or experimentation. You might be shocked to learn this, especially if you've never taken the time to ask your providers. The rationale behind this is simple: When research software companies develop new technology or methods, they need to find researchers and marketers who are willing to *take the risk and try something new*. Without a shared enthusiasm for experimentation among all levels of research delivery, new innovations will rarely find success.

Truth #3: Create not only dialog, but partnership in the innovation cycle

Another often-cited reason for the lack of innovation adoption is the sheer complexity of a typical project. Most full-service research projects incorporate agency personnel, one or many fieldwork partners or sample providers plus a technology provider. Oh, and don't forget the participants themselves. No one link in the value chain has omnipotence; each piece of the delivery process sees just a part of the entire process. In a way, project design can become a rather large game of "pass the message."

When it comes to adopting new innovations, much of the learning happens from the bottom up (fieldwork and technology provider) while the designs and project expectations come from the top down (marketer and agency). New methods and innovative technologies hit the pavement at the bottom of the chain; it's the fieldwork partners who wrestle with the unexpected needs of a new

The thought of building in time to innovate processes or to experiment with new methodologies finds its way to the proverbial "back burner" far too often.

method or it's the technology partners who grapple with bugs, glitches and participant expectations. Whenever a new technology comes to market, it's the people at the bottom of the chain generating most of the new knowledge. However, the projects are designed and managed from the top, yet speaking as a "bottom of the chain" partner, I can tell you that we are rarely brought into the conversation and our guidance seldom requested when an agency pitches a new approach.

For innovation to thrive in our industry, we have to implement a new tactic when it comes to developing new methods. All parties need to be involved so that knowledge can flow freely from the point of learning to the point of need.

One approach that has been highly successful is to break down the somewhat artificial walls between the parties and learn from each other more freely. Today, several of our clients allow us to go and visit their researchers, to sit with them for a day and watch them work. Our project teams get to see the frustrations and struggles our clients are having with technology and we can better empathize with their needs. Those same clients may then come visit us, also. They sit with our project managers and observe how we take their information and

All parties need to be involved so that knowledge can flow freely from the point of learning to the point of need.

needs and digest them internally. These "vendor days" allow a supplier to come learn directly from their clients and get a better understanding of how we can work together more effectively.

Such learning sessions are massively important when a researcher wants to adopt a new method or technology. Seeing exactly how it works and precisely what a participant experiences during a project can be critical to successfully adopting a new method. Otherwise, agencies are largely guessing at exactly how a new technology works and those guesses often end up setting bad expectations for the marketer.

Truth #4: Keep the antibodies at bay

Many companies lack the foundation required for innovation; we build our organizations to be highly effective at running a type of project that fits our business model. We promote our managers based on hitting budget goals and growth targets, but don't have a method to reward risk-taking behavior that often has longer-term benefits for our organizations.

One of my favorite stories about promoting innovation is how IBM developed their first successful personal computer in the 1970s.

At the time, IBM's revenue came largely from expensive, enterprise-focused mainframes and "minicomputers," all serious, high-grossing, high-margin business equipment. As the world began to ponder the role of computers for home and entry-level use, a team at IBM was tasked with creating a consumer-friendly, low-priced personal computer. Rather than develop it in the shadow of existing teams at the IBM headquarters in Armonk, New York, their executives made the bold decision to develop a prototype with a remote team in Florida. This decision would prove critical to the success of the project as the innovation team was free to make decisions that would, potentially, be threatening to the core mainframe and enterprise business. The quote I will paraphrase here is that "if we'd developed it in New York, the antibodies would have killed it." Had IBM developed their personal computer down the hall from the mainframe teams, it would have been developed in a non-threatening way to the core business. Instead, the remote team was able to innovate, not in the right way for IBM, but in the right way for the customer.

I believe this story has considerable bearing on our own industry today. Are we doing enough to keep the antibodies at bay? Or have we developed a robust immune system that keeps our current way of business healthy, yet eliminates risk?

Intentional risk taking; two steps promoting the change agents in our midst

As an industry, how do we reward those failures in a way that doesn't make us afraid to make them? How do we keep the antibodies of "what works" away from the potential innovations in front of us?

The first major step toward this end is to *promote risk-taking*. We must find ways to promote people and projects that take real risks with the hopes of trying something new with the intent of making products and services better. Whether this means we must build in some percentage of R&D budget each year, or work with our downstream providers to efficiently trial a new method, we must be intentional and diligent about taking time to experiment and try new approaches.

The second step we should take is to *remove the fear of the new*. Whenever a new method develops in our industry, or an adjacent force begins to "muscle in" to market research, many people begin to point out all the reasons it won't work. For years, online qualitative was dismissed as "bias" because it was accessible only by participants who had a home PC. In the year 2000, that concern was valid and had the potential to create significant bias.

As an industry,
how do we **reward**
those failures in a
way that doesn't
make us afraid to
make them?

We must find
ways to **promote**
people and projects
that take real risks
with the hopes of
trying something
new with the
intent of making
products and
services better.

Yet most researchers and marketers were trumpeting that same resistance well into the past decade, far past the point where the bias could be eliminated. Today, one could argue that there is less bias for an online sample than for those individuals we can assemble in a face-to-face setting.

Without a healthy level of proactive risk-taking in our industry, many of the "sky is falling" voices sounding the alarm about encroaching forces like Big Data, predictive analytics and DIY methods will prove correct. If we are not willing to invest time, resources and efforts toward change – including change that involves risk – others from outside the traditional market research space will make the change happen for us.

Then, we as an industry will be forced to take on risk. Whether we like it or not. ▼

Isaac Rogers is chief innovation officer for 20|20 Research, a global provider of online qualitative tools and support services for researchers. At 20|20, Isaac has been instrumental in the development and launch of five cutting-edge qualitative research tools and is responsible for the next-generation of 20|20's international online research platforms. Rogers's career has spanned corporate research, business intelligence consulting, e-commerce and government technology contracting.

FIELDWORK SERVICES USA

Full-Service Fieldwork & Data Collection

- » Consumer, B2B, Healthcare, Automotive, Industrials & Low-Incidence research
- » In-house recruitment, moderation and analysis
- » IDIs, Ethnography & Home Visits, Focus Groups, Tele-Depths, Car Clinics & Intercepts
- » State-of-the-art facilities
- » Multilingual capabilities

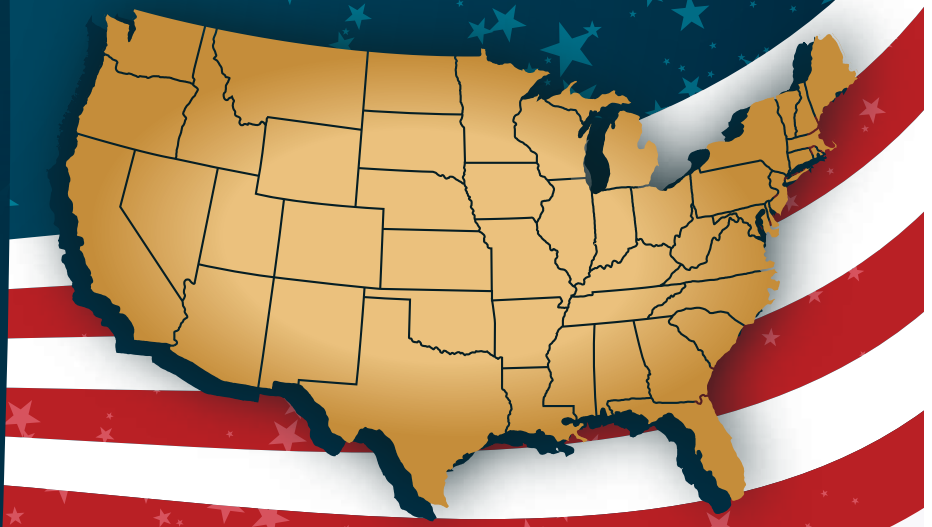
Why Choose SIS

- » Our 30 years expertise
- » Rapid bid turnaround
- » Around-the-clock client servicing



ON THE GROUND NATIONWIDE

www.sismarketresearch.com – research@sisinternational.com







Measuring Consumer Sentiment Toward Data Privacy Risks and Corporate Practices

By Jennifer Sikora

The volume and extent of digitized personal data only continues to grow, spanning everything from purchase transactions, banking and financial data, medical information and Web browsing history to those activities intended to be private or semi-private such as texting and messaging, photo and video sharing, and social networking interactions.

For all the conveniences offered by today's digitally-driven world, the risks are apparent. Celebrity photo hacks and numerous retailers' credit card data breaches are just a few examples of headlines within the past year.

The federal government in the U.S. is also now paying special attention to so-called "data broker" companies that aggregate vast repositories of consumer data from a variety of sources, such as purchasing histories and social media activity, without consumers' consent. As the data is aggregated, data brokers often re-sell the information to other corporations. In May 2014, the Federal Trade Commission issued a report titled: "Data Brokers, A Call for Transparency and Accountability" that provides an assessment of both benefits and risks posed to consumers.¹

Because of this heightened attention to digital data, CivicScience, in early 2014, began measuring consumer sentiment toward data privacy issues via 10 questions categorized into two main areas of research:

Voluntary and explicit sharing of personal data online

Involuntary or inferred usage and/or sharing of consumers' personal data by corporations

At a high level, the results concluded that consumers were generally less concerned about online data privacy when they felt they were in control of the data they provided. Younger consumers overall showed less concern across the board on nearly all questions.

¹ "FTC Paints Data Brokers with Broad Brush: Marketing research likely included in proposed privacy restrictions." October 1, 2014. <http://www.marketingresearch.org/news/2014/10/01/ftc-paints-data-brokers-with-broad-brush-marketing-research-likely-included-in-propo>

Data Privacy Question	High Concern/ Strong Belief %	No Concern/ Low Beliefs%
In general, how concerned are you about your privacy while you are using the Internet? A: Very concerned / Somewhat concerned / Slightly concerned / Not concerned at all	49%	6%
Are you concerned that you are asked for too much personal information when you register or make online purchases? A: Very concerned / Somewhat concerned / Slightly concerned / Not concerned at all	41%	9%
Are you concerned about people you do not know obtaining personal information about you from your activity on the Internet? A: Very concerned / Somewhat concerned / Slightly concerned / Not concerned at all	56%	6%
In general, how risky do you think it is to give personal information to online companies? A: Very risky / Somewhat risky / Slightly risky / Not at all risky	51%	1%

The Methodology

CivicScience's data is collected through its polling applications that run on several hundred U.S. publisher websites. Those polls are embedded on the page of the publisher and are answered voluntarily, requiring no collection of personally identifiable information (PII) and with no incentive other than for the respondent to see the results of the poll at the end. Cookie technology allows each respondent's answers to any poll question to be appended to their unique profile in the company's platform, thereby providing more data to be mined over time via cross-tabulation, trended views and other statistical analysis. Respondents may also opt-out or clear their history at any time. The representativeness and reliability of this technique has been repeatedly endorsed by third parties and academic leaders.

The 10 questions involved in this particular study launched on March 26, 2014 and responses were collected through August 18, 2014 (for part one) and September 21, 2014 (for part two). Each

question collected at least 12,000 responses and the data were weighted for U.S. Census representativeness for gender and age, 18 years and older.

Part 1: Voluntary and explicit sharing of personal data online

Four questions were asked in this category to measure U.S. adults' sentiment about general Internet data sharing and submission activities.

What we see from the data is that despite many of the recent credit card data breaches, consumers overall are still more comfortable with submitting their personal data for online purchases (*see row two in the above table*) than they are with even general Internet privacy (*row one*). This may be explained by the explicit give-and-take nature of this transaction: in order to purchase something online, you must provide a generally agreed-upon set of personal data. When we mined deeper into additional poll data collected on these same respondents (beyond the 10 questions specific to this study), we learned that those who conduct online shopping

at least monthly are much more likely to say they are "not concerned at all" about submitting their personal information for online purchases than those who never shop online.

When it comes to voicing higher levels of concern across all four questions, younger adults (18–34) are fewer in number than other age groups. We also see lower concern among respondents making over \$150,000 per year in all questions. We see little to no difference in gender.

Respondents who are more involved with social media sites are more likely to show less concern or view less risk with their Internet-based data practices and online transactions.

Part 2: Involuntary usage and/or sharing of personal data by corporations

In this second set of questions related to corporate practices with consumers' personal data, U.S. adults show significantly higher concern levels. Concern levels peak in areas related to lack of transparency and disclosures in how companies use personal

Data Privacy Question	High Concern/ Strong Belief %	No Concern/ Low Beliefs%
How concerned are you about giving your personal information to so many companies? A: Very concerned / Somewhat concerned / Slightly concerned / Not concerned at all	63%	3%
Do you believe that companies seeking personal information online should disclose ALL the ways the data is collected and used? A: Strongly believe / Somewhat believe / Slightly believe / Do not believe at all	83%	6%
Do you believe that companies should never sell the personal information from their customers to other companies? A: Strongly believe / Somewhat believe / Slightly believe / Do not believe at all	86%	7%
Do you believe that when people give personal information to an online company for some reason, the company should never use the information for any other reason? A: Strongly believe / Somewhat believe / Slightly believe / Do not believe at all	88%	5%
Do you believe that companies, in general, keep your best interests in mind when dealing with your personal information? A: Strongly believe / Somewhat believe / Slightly believe / Do not believe at all	56%	4%
Do you believe that companies should devote more time and effort to preventing unauthorized access to personal information? A: Strongly believe / Somewhat believe / Slightly believe / Do not believe at all	79%	3%

How concerned are you about privacy when using the Internet?	Ages 18–29	Ages 30–44	Ages 45–64	Ages 65+
Very concerned	41%	44%	55%	57%
Not concerned at all	14%	6%	5%	5%
16,830 respondents from 3/26/2014 to 8/18/2014				

data and how they are re-purposing or re-selling that data without the consumer's clear consent:

As with the first category's questions, younger adult respondents are less concerned and more trustful of corporate practices. For example, those aged 18 to 24 are 75 percent more likely than others to strongly believe that companies keep their best interests in mind when it comes to personal data.

In terms of income, we see a similar pattern across this group of questions as we did with the first group, with the wealthiest of respondents correlating to lower levels of concern.

And where we saw little gender difference in the first category of questions, here we see that men are somewhat less concerned and more trusting of corporations' data practices than women, although the genders are in agreement when it comes to the selling of their personal data.

Breezy Youth; Corporate Mistrust

When it comes to consumer sentiment on data privacy issues, age certainly matters. It could be argued that youth in general comes with a more optimistic plus less experienced view of the world. Or when it comes to data and the online world, younger people who have grown up knowing nothing else are more comfortable with and accepting of the risk/reward trade-offs.

You can see the age factor at work in this question:

It's also clear from the data that very few U.S. adults are devoid of concern on any of these issues; across all questions, fewer than 10 percent of consumers in aggregate fell into the no concern / no worry answer groups. This suggests that consumers are paying attention and have formed fairly strong opinions.

The measurement and tracking of consumer sentiment on these issues can provide powerful guidance to help civic-

minded corporations take steps to increase consumer trust and to help policymakers shape legislative proposals. This data presents an opportunity for companies to choose to show vision and leadership in delivering greater transparency and disclosures about their data practices. It also clearly calls for more research into how (and if) sentiment translates to changes in behaviors, particularly in areas where consumers feel they have choice to take their business elsewhere. ▽

Jennifer Sikora is the VP of insights visibility at CivicScience. She has over 18 years of technology solution marketing experience, serving industries spanning retail and hospitality, manufacturing and supply chain, business and finance, and education. She holds a bachelor's degree in interdisciplinary studies/journalism from the University of Pittsburgh.

It's a vast market out there,
but we can help you get to know it better.
Putting your finger on the human pulse.
Any numbers. Any time.

Telephone sampling, IVR and related services.



asde
SURVEY SAMPLER
We get what you need.

888-323-3651
www.surveysampler.com



THE FUTURE OF MARKET RESEARCH: REPORTING YOUR WAY INTO RELEVANCE

By Jeroen Rietberg

Market research professionals are worried. New developments like Big Data, social media and mobile platforms are considered to be major threats to traditional research and the industry may not be ready to face such challenges. **Should the MR industry be looking inward, rather than outward, to deal with the biggest threat of all?**

Back in 2009, Intellex Dynamic Reporting surveyed research buyers about the strategic relevance of market research.

At the time, roughly 40 percent of buyers did not think that senior management in their organization was convinced of market research's strategic value. A whopping 70 percent of buyers thought that the quality of the reports they received did not live up to the quality of the work that had gone into the actual research itself. Apparently, in 2009, researchers paid a lot of attention to data collection processes and techniques, quality of panels and statistical relevance, but a lot less attention to how all this information was presented to their clients.

Five years later, we wanted a wider discussion on the future of market research. To get started, we interviewed as many MR professionals as we could at typical annual events. The first indicators from qualitative discussions with nearly 100 individuals on their ideas about the future of market research are telling. When asked about future threats the industry might have to face, the response was somewhat predictable: Big Data came in first, followed by mobile and social media. When asked if the industry was ready to face these much-discussed challenges, the response was an almost unanimous "no."

"The lack of strategic relevance of Market Research" ranked as the top short-term threat (next two years) facing the industry.

How high quality research can be strategically irrelevant.

So what determines the relevance of survey results? More importantly, what makes research relevant? From our perspective, market research is relevant when the results are used in the decision making process.

When results go unused, it is impossible for them to be relevant in any shape or form and we can safely conclude that the added value of the research conducted is less than zero, irrespective of the *quality* of the research. Excellent research adds no value if the results are not used and, in this context, there is no difference at all between a statistically correct, trustworthy, scientific survey on one hand versus 10 random questions programmed into Survey Monkey by the marketer's secretary on the other.

In the 2009 ESOMAR paper "Information à la Carte¹," we pay some attention to the three different aspects of market research that are relevant to a client: *quality*, *efficiency* and *effectiveness*. It was our point of view then – and it still is – that the industry is very focused on the *quality* of research and has been forced by the financial crisis to pay some lip service to the *efficiency* of research, but that very little time and effort goes into ensuring the *effectiveness* of research.

Just as in 2009, the industry's main worries remain in the area of survey conducting and much less in the area of survey reporting. Just as in more traditional data collection, the results coming from vehicles like Big Data will only be *effective*, and thus *relevant*, when they are actually used.

The key to relevance is good reporting.

If a majority of interviewees see "lack of strategic relevance" as a major short-term threat, then it is time for the industry to realize that market research is used when the right people get the right information at the right time. MR professionals should ask themselves three basic questions when they want the research they do to be used and thus effective:

Who will be using this information?

Which part of the information is most relevant to them and in what format do they need it?

When do they need the information and with what frequency?

If market researchers do not ask themselves these questions before feeding survey results back to their clients, they are not paying enough attention to the importance of reporting and will thus struggle to make their research truly effective by delivering strategically *irrelevant* survey results.

How to survive?

There are two different types of market research: in one, effectiveness is dependent on the speed and diversity of the delivery (e.g., client satisfaction or NPS trackers, etc.); in the other, effectiveness depends more on the quality and depth of the analysis (e.g., brand positioning, market segmentation, etc.).

¹ http://www.esomar.org/web/research_papers/Custom-Satisfaction-Studies_2027_Information-nO-la-carte.php

“The nationwide network with the personal touch”



Real People. Real Results.

- Quantitative Research
- Qualitative Research
- In-store Interviews
- Event Interviews
- Exit Interviews
- Hispanic Interviewing
- Mobile Interview Devices
- Panel Augmentation
- Project Management
- Programming

Experience and Knowledge

With over 50 years of marketing research experience, we at Quick Test/Heakin pride ourselves on high customer satisfaction.

Nationwide Network

Quick Test/Heakin's highly trained staff conducts research on a broad range of goods, services and industries, utilizing our network of quantitative and qualitative mail based data collection facilities across the continental United States.

For more information
contact us:
800.523.1288
info@QuickTest.com
www.QuickTest.com

Data Collection • Fieldwork • Project Management • Programming

ALBANY | BALTIMORE | PHILADELPHIA | NEW YORK METRO | BROOKLYN | QUEENS
MASSAPEQUA | WOODBRIDGE | BOSTON | GREENSBORO | ATLANTA
JACKSONVILLE | TAMPA | MIAMI | DALLAS | HOUSTON | PHOENIX | AKRON | CHICAGO
MINNEAPOLIS | DETROIT | MILWAUKEE | LOS ANGELES | MORENO VALLEY
ORANGE COUNTY | SAN DIEGO | SAN FRANCISCO | PORTLAND

For the first, highly efficient type of research, there is a fast growing segment of companies and agencies that operate technical platforms which allow them to bring fast results to the client at an acceptable price. Typically, they offer no analysis in the traditional sense, but simply push a continuous stream of results into an automated reporting environment that allows the client to access data when and how they want it. The results are then interpreted by the buyers, who take the responsibility to act upon the trend information provided. Traditional market research agencies can't compete with this

new generation of competitors because their work process is too slow and too outdated to match the speed and diversity of delivery from the “new kids on the block.”

The second type of research, dependent more on the quality of the research and analysis, often relies on an in-depth understanding of the research buyer's market. This type of industry specialization is hard to acquire, especially if you fall into the small/medium size enterprise (SME) segment, like a vast majority of traditional MR agencies. The SME market has a growing number of consultants who don't sell market research as a separate

service, but as part of much more complex strategic consultancy packages. The effectiveness of the research is ensured by the specialist consultancy with focus on the implementation process, something that traditional MR agencies can't offer because of their generalist nature.

Based on these developments, it seems that the relevance of market research as a trade is not really in question. In other words, the threat to the industry is not so much about “the strategic relevance of market research” but rather “the strategic relevance of traditional market research agencies.”

In order to survive, traditional market research agencies must wake up and assess the real enemies: inertia and the fear of change. Market research must become much more dynamic.

The new players in the market have weak spots, of course. Those who offer speed at low cost often lack any sense of data handling and management, thereby pushing specialized responsibility to the client, resulting in often glaring and painful misinterpretations. On the other hand, those who offer specialized consultancy often lack the knowledge and experience of modern data collection and still think they can gain some sort of “truth” by asking respondents 95 boring questions.

If market research agencies can change their work process to be as fast and flexible as the new cheap players, they will gain valuable time to start thinking again, to provide a level of insight and perhaps consulting based on higher quality research than consultancies can offer.

Conclusion

Traditional market research lacks focus. However huge the shift in data collection methodology might be in the next five years, MR agencies that want to survive will need to drastically change their work process in order to become more *efficient*; pay full attention to the *effectiveness* of their work and ensure that the research they conduct is actually used by the client; and recognize that this *effectiveness* depends fully on the quality, speed and diversity of the reporting process, an aspect of research services that has been and still is more an afterthought than a key, unique selling point. ▽

Jeroen Rietberg is a co-founder of *Intellex Dynamic Reporting*, founded in 2005 from a market research agency and IT provider. The internationally-operating company provides analysis and reporting software for market research including PowerPoint automation and interactive dashboard solutions.



29th Annual Las Vegas Conference

Research Gone Wild!

Register at SWMRA.org

February 10-12, 2015

Mirage Hotel and Casino

**Presented by the Southwest and NorthWest chapters of the
Marketing Research Association**



Follow Their Journey: The Changing Consumer Buying Landscape and the Market Research Methods Needed to Map It

By Gina Woodall



Marketing managers and insights professionals cannot adequately do their jobs by simply following the next big trend such as the shift to mobile market research.

Instead, we need to follow the journey of our customers, understanding how the buying landscape is defined by varied patterns of behavior. The following discussion provides a roadmap based on recent primary research, followed by case studies on how market research can be shaped to adapt to how consumers truly behave.

More than a decade ago, we began to experience and talk about a monumental *one-dimensional* shift from a primarily “bricks and mortar” shopping environment to an e-commerce model that provided consumers 24/7 convenience. As businesses embraced the opportunities of this transition by launching e-tail sites and online services (e.g., online banking), insights professionals adopted online methodologies to more effectively gather information. Today, the pace of technology-driven change is accelerating, powered by a convergence of technologies including mobile access (vis-à-vis smartphones and tablets), social media, and the cloud. The transition is now *multi-dimensional*, and goods and services are increasingly purchased in an *omni-channel* environment where consumers pick and choose the most effective and accessible channel to accomplish their goals at each stage of a purchase process.

Before discussing the implications for insights professionals, let’s examine how consumers behave, drawing on data from a recent Rockbridge study on consumer shopping patterns.

The Purchasing Landscape

In a market research survey conducted this year of U.S. adults, we examined a range of behaviors that show the increasing complexity of the consumer journey. One

facet of the research examined the process for significant purchases (specifically, amounts over \$50 in categories that require some degree of “shopping”). A purchasing experience generally consists of three steps: information gathering, checkout, and fulfillment. Looking across these stages, we can identify six distinct segments of buying experiences. Bricks still matter because 62 percent of purchase events involve checkout at a physical store compared with 36 percent online. A relevant question in mapping these processes is: what is the degree of convergence of multiple channels in the consumer buying journey?

The first part of the answer to this question is that half of purchases predominantly use one channel and consist of either consumers walking into a store and then walking out with merchandise or consumers ordering online and having items shipped. Three such situations are apparent, based on a segmentation of purchase events:

- 29 percent of shopping events are “In-person Only.” These consumers gather all of their information at the store via talking to employees, looking at displays or reading packages, and may also be influenced by “offline” channels such as TV/print advertising and word-of-mouth. Such purchases involve the least amount of planning – 51 percent require less than a week for gathering information.
- 20 percent are “Simple Digital Only” shopping events. The consumers order online, typically using a desktop or laptop computer, and have items shipped to them, usually at their home.
- 3 percent are “Phone Orderers,” who phone in an order and either have it shipped or pick it up in a store.

In contrast to the relatively simple processes outlined above, the other half of purchases span multiple channels, are more technology intensive and take longer to plan.

- 17 percent of shopping events can be characterized as “Superficially In-person.” The consumer checks out in a store but relies on a combination of online and offline information sources.
- Rounding out situations where the purchase occurs in a physical store, 16 percent are “Methodical, High-Touch” purchases. A full 72 percent of these consumers spend at least a week gathering information and this information gathering is intensive, spanning a range of in-person and online channels. More than a quarter collect information from smartphones (31 percent) and tablet computers (27 percent), and 27 percent collect this information from a device while inside a retail store.

[Consumer] journeys are becoming increasingly complex, with half involving a high degree of channel convergence and information intensity.

- “Analytical Digital” purchases make up 16 percent of purchase events. The journey is similar in complexity to the Methodical High-Touch purchase except that checkout occurs online. These purchases involve a high degree of information gathering from a range of online and offline data sources. Even though the purchase is made through an online channel, the consumer in this situation may still visit a store and talk to salespeople while also investigating what other consumers say online. Information gathering can involve multiple devices, including smartphones (37 percent) or tablets (33 percent), and 22 percent will collect information inside a physical store. Checkout using a portable device is generally rare in the market, but it is more common for these types of purchases (13 percent of Analytical Digital purchases compared to 4 percent overall). Almost two-thirds (62 percent) of Analytical Digital purchases involve at least a week of planning.

This shopping typology suggests that the traditional one-dimensional methodologies used in most market research studies mirror the paths taken in about half of purchase situations. However, journeys are becoming increasingly complex, with half involving a high degree of channel convergence and information intensity.

Channel convergence is not limited to the purchase of products. This same study examined consumer banking behavior, including the use of different channels such as branches, websites, mobile apps and call centers. Only 21 percent of consumers rely on a single channel for banking needs (80 percent use a bricks and mortar branch), but almost half (47 percent) use three or more channels. Consumers rely on a combination of traditional and technology-driven channels:

- 31 percent of consumers use a branch, a website and mobile application for banking.
- 17 percent use a branch, website, mobile app and telephone banking.

This data illustrates that the complexity and convergence found in consumer purchasing of products is also a dynamic

for services. This raises a question for researchers: is it time to consider tearing down the walls between methodologies so that studies parallel how consumers behave in real life?

Adapting Research Methods to the Consumer Shopping Journey

The data clearly suggests that the market research industry needs to adjust its research methods to reflect omni-channel purchase patterns in order to capture the insights needed to impact marketing strategy. Increasingly, researchers must adapt by using creative multi-mode and multi-stage designs to join customers on their journey. To illustrate, the following are case studies from Rockbridge client engagements designed to capture insights during consumer shopping journeys.

Case Study: Exploring the Needs and Behaviors of Omni-Channel Apparel Shoppers

Our client in the apparel industry was anxious to explore customer omni-channel shopping behaviors given the changes in technology available to its customers, including mobile and tablet shopping. They wanted to better understand customer satisfaction when using multiple channels and uncover innovation opportunities that could enhance the omni-channel shopping experience. Given the exploratory nature of the objectives, we conducted the research using our proprietary virtual research solution that uses a social media platform to encourage rich discussion, regardless of whether the respondent uses a stationary or mobile device. To follow customers on their journey, we intercepted them as they shopped our client’s brand on their mobile phone or online. We asked customers to comment on each stage of their journey, including online, mobile and in-store shopping as they completed the experience. By having them join the discussion from their mobile phone or computer after each touch point, we were able to capture detailed experiences and perceptions of the shopping process as well as spark creativity among participants in suggesting ways our client could enhance the shopping experience when customers move from channel to channel.

After the exploratory phase, we began quantifying the customer journey for our client through a series of online and mobile surveys that captured shopping experiences and perceptions with each channel as customers used them on their path to purchase. The data from this ongoing study allows us to track omni-channel behavior and to gauge customer perceptions over time to understand how channel usage

is changing and customers' satisfaction with innovations introduced to provide a more seamless omni-channel shopping experience.

One of the major takeaways from this study, and others like it, is that many consumers view their omni-channel shopping experience positively. They do not consider having to use multiple channels to make a purchase an issue and, instead, welcome it. The availability of multiple shopping channels is a convenience, providing an opportunity to research and gather information for their planned purchases in more depth and offering more choice based on price and fulfillment channels from different sources. The challenge for companies is to provide a seamless and high quality shopping experience across these channels, which customer journey research can help guide and refine.

Case Study: Understanding the Path to Purchase for 4K Ultra HD TVs

Our client in the consumer electronics industry wanted to understand consumer perceptions of the shopping process for a revolutionary new technology – 4K Ultra HD TV. The technology provides an enhanced viewing experience compared to standard HDTVs, but consumers need to

...a question for researchers: is it time to consider tearing down the walls between methodologies so that studies parallel how consumers behave in real life?

experience the technology firsthand to fully appreciate the difference. At the time of the research, there was limited availability of the technology in stores, making it impossible to do post-purchase surveys. To understand the customer journey behind potentially purchasing a 4K Ultra HD TV, we conducted a multi-stage study that included an online survey to assess initial awareness and perceptions of the technology, followed by an in-store visit to experience and learn more about the technology, and an in-depth video interview to gather opinions and perceptions of the product. To ensure that consumers were experiencing 4K Ultra HD TVs, we asked respondents to take and send us a picture of the 4K display from their mobile phone. By using this multi-stage design, the study was able to provide insights into consumer reactions to

the technology, information needed when researching a purchase, the role of the salesperson and other information sources, and the decision factors that affect the final purchase decision.

The Impact on Marketing Strategy

Managers recognize the changing complexity of consumer behavior in a technology-infused, omni-channel purchase environment and are retooling communications and purchase channels to ensure a seamless and consistent buyer experience. To support this decision-making, insights professionals must guide omni-channel marketing strategies by being creative in mapping the customer journey with consideration of all the research tools and technologies at their disposal. ▽

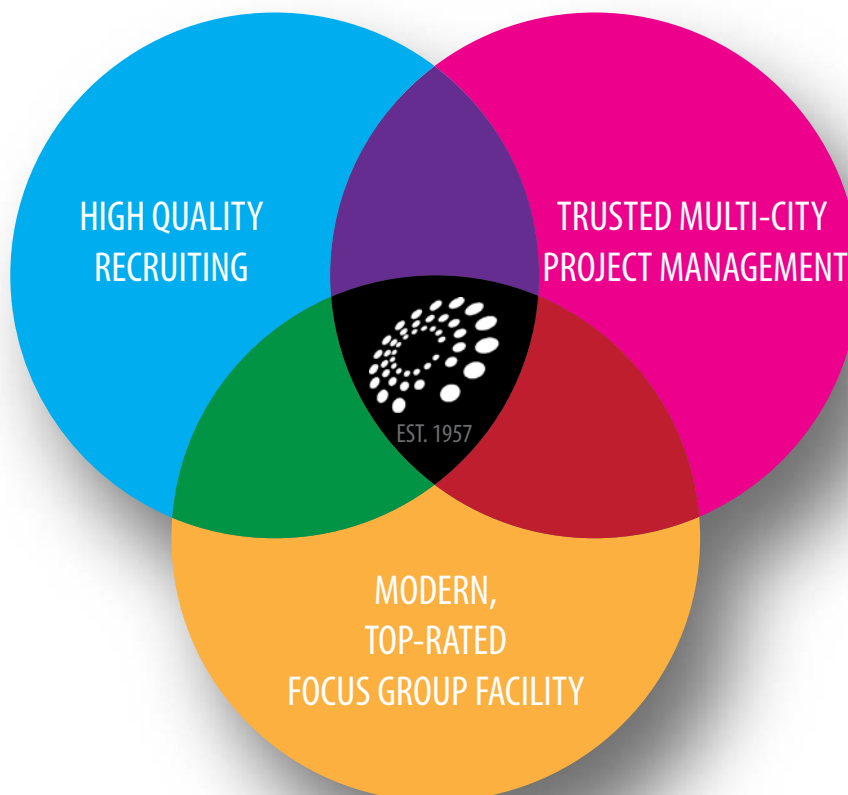
Gina Woodall is president of Rockbridge Associates, Inc., a national market research firm specializing in issues for technology and services firms. Gina has two decades of experience in marketing research and consulting centered on customer engagement and satisfaction, new product development for services, customer segmentation and positioning/communications issues.

2014 has been a busy year for Taylor Research!

While we still have our award winning focus group facility in San Diego, we have expanded our services nationwide.

We are happy to announce, **Lori Kolde** (Cincinnati), **Myla Kovac** (Los Angeles) and **Stephanie Wells** (Northern Kentucky) have joined Taylor Research. With over 60 years of combined experience in the research industry, each brings a wealth of knowledge that will allow us to better serve our clients.

So, whether your project is in sunny California or the snowy Midwest, Taylor Research is your one stop shop!



TAYLOR
RESEARCH

AUSTIN • CINCINNATI • LOS ANGELES • NORTHERN KENTUCKY • SAN DIEGO

858.810.8400 • TAYLOR@TAYLORRESEARCH.COM

ONLINE RESEARCH COMMUNITIES AND IN-THE-MOMENT MOBILE SURVEYING: A RESEARCH SOLUTION FOR THE AGE OF CONTEXT

By Julie Vogel



According to co-authors of the recently-released book *Age of Context*, we are entering an era where a powerful new generation of personalized technology will come to know us – and anticipate our next moves – better than our closest friends. In this new book, global technology evangelists Robert Scoble and Shel Israel portend a future where wearable computers, mobile devices, sensors, Google Glass, location-based technology – all combined with social media – will offer unprecedented insight into consumers' real-time needs.

By tracking and anticipating our moves, these clairvoyant gadgets will serve up on-the-spot products, services and information that pave the way for more fulfilling and gratifying experiences.

Watching this trend unfold begs the question: "So what does the shift to the Age of Context mean with regard to how we conduct research?" To find out, we have been actively implementing novel research approaches that harness this new generation of personalized technology.

The rewards for marketers willing to embrace these approaches can be significant. They include an unprecedented ability to see – in real-time – how consumers interact with their products, form opinions and make decisions. One approach where we have had particular success gaining insight into consumer context involves integrating two of today's leading research methodologies: online research communities and advanced mobile surveying.

The Research Challenge: Obtaining Contextual Insights into a High Stakes – Yet Elusive – Consumer

Capturing immediate, contextual insights can require some long-term planning and execution. About five years ago, we began to lay this foundation. At that time, we had started seeing a spike in demand

from our clients for close-in, authentic and contextual insights that could inform the development of next-generation products. Clients across multiple industries were seeking a "Reality TV" type of insight into the new, often technology-driven ways that consumers were conducting a myriad of tasks (e.g., shopping, banking or driving their cars).

Mobile research alone can be extremely powerful because it delivers rich media responses while consumers are "in the moment," in-the-moment, on location buying and using products.

Our clients needed this in-the-moment understanding in order to design products that could better meet consumers' changing behaviors as they move through daily life. At the forefront of demand for this insight were automotive companies, who had an urgent need for contextual insight that could inform the development of the cars of the future.

Politically, economically and environmentally, the stakes were getting high for global automakers to achieve successful growth in the energy-efficient category. The U.S. government had delivered a stiff mandate to automakers: by the year 2025 – just 10 years from now – any automaker wishing to sell vehicles in the U.S. must offer models that average 54 mpg.

Because a robust, energy-efficient product line would be essential to achieving this mpg goal, automakers

were seeking a deep understanding of the behaviors and patterns of consumers committed to energy-efficient vehicles. In particular, they were seeking a better understanding of the needs and wants of owners of Electric Vehicles (EVs) that need to be plugged in and recharged as part of daily life.

Yet, reliable, timely and cost-effective data on these pioneering, early-adopting consumers can be extremely difficult to come by. EV owners represent fewer than one percent of the population and EVs make up fewer than one percent of vehicles on the road. The reservoir of early adopters able to shed meaningful light on what the electric car of the future should look like was too limited to service the industry's growing information needs. Plus, these rare owners were starting to burn out from the seemingly endless and disparate research requests coming at them from multiple corporate research departments.

Seeing a unique need, we built a proprietary online community, which includes more than 250 owners of electric and hybrid vehicles from across the U.S. These community members are knowledgeable, enthusiastic and engaged. Because we interact with them regularly, we have gotten to know them well. When it comes to electric and hybrid vehicle owners, these consumers are passionate, active and want to be heard.

Getting "Under the Hood" of a Redefined Owner-Product Partnership

In a recent project, we combined our research community and mobile surveying to take on an unusual, contextual insight challenge demanding a unique research approach. The objective of this assignment was to better understand energy-conscious consumers' day-to-day interaction with their product. A nuanced, yet vital component of understanding

EV consumers relates to the unique “partnership” that must exist between them and their vehicles.

These vehicles demand more care and attention than gas-powered cars, more care than today’s typical car owner is used to giving their vehicle. For example, with gas-powered vehicles, consumers are accustomed to cars that are there to serve *them*, and do a great deal to take care of them, like a mechanized version of man’s best friend. Some of today’s gas-powered vehicles turn on with the push of a button, some clean themselves, and some are even starting to drive themselves. They often watch out for our safety and give us warnings when we drive in potentially risky situations.

But with a vehicle that needs to be plugged in, that relationship gets flipped on its head. All of a sudden, consumers need to be the caretakers of their cars. They need to plug them in at night. Just as they need to keep an eye on the charge left on their iPhones, they need to be mindful of the charge left on their vehicle’s battery, lest they find themselves stranded roadside one hot, dusty night. They also have to drive these vehicles differently, sometimes sacrificing features, speed and comfort (even warmth!) so that they can maximize their distance.

To deliver product experiences that would delight these owners, brand name automotive manufacturers want to know: Who are these car owners of the future? What do they need and expect from their vehicles? What trade-offs are they willing to make? What is their context for managing this vehicle? And, how can we design and market vehicles that better coexist with this context?

A One-Two Punch Research Solution: Research Communities and Mobile

To help automakers obtain an authentic understanding of this consumer-product relationship, we devised a research method that would deliver the perspective of a virtual, silent “chaperone,” sitting in the background, observing this unusual car-owner partnership in action. In essence, we needed to create a research setting where we could inconspicuously “hang out” with EV owners in their garages and passenger seats over extended periods of time. Using traditional research approaches, obtaining this perspective would be very difficult, obtrusive, time-consuming and costly. Because our objective was to bring to life the detailed aspects of consumers’ day-to-day interaction with their vehicles (including the plugging in, driving, and thoughts that percolate when they are not

even near their vehicles), a steady stream of video, photos and audio provided by the community members would be essential.

To better reveal this context, we partnered with uSamp to easily share real-time video, photo, and audio responses with us. These multimedia responses allowed us to achieve our key goals: to see (through owners’ eyes) and hear (through owners’ word) what the real experience of owning and using their vehicles was like. More importantly, we could also glean conceptions of the products they hoped to see in the future.

Mobile research alone can be extremely powerful because it delivers rich media responses while consumers are “in the moment,” on location buying and using products; the impact of this research is further magnified when it is completed by members of a private research community. When an intimate and cooperative relationship has already been established with community members, they are more willing to share candid moments over their mobile phones.

This pre-existing relationship makes mobile research go more smoothly than if consumers had been approached out-of-the-blue, by strangers, with a single research assignment. And this established relationship can also generate higher cooperation and response rates. Research designed to unearth context offers powerful insights, whether you are in the automotive sector or not. Following are a few of our findings.

Photos Say it All: Infrastructure Matters

Powerful clues on how to improve product design arose from gaining a keen visual understanding of consumers’ home infrastructure, including where and how they store their products. Members uploaded hosts of photos and narrated videos of their vehicles stored in garages, carports, driveways, and streetside, revealing an array of functional constraints that included tight maneuvering spaces, inconveniently-located electrical outlets and unorthodox, home-grown wire rigging to facilitate recharging. For automotive product designers, seeing how consumers store and interact with their products “live” in real home environments provided invaluable insight into design changes that can make caring for these vehicles easier.

Drive, Show and Tell: Optimizing Usage Experience (Interior Design Feedback)

Watching consumers comment on products while using them in a completely natural setting provided tangible and convincing product improvement direction

to engineering teams. Narrated videos, recorded on mobile devices belonging to passengers, friends, and family members while vehicles were in motion on the highway, pointed out, feature by feature, both what owners love – and what they’d love to change – about their vehicles. These in-the-moment insights were invaluable to product development teams aiming to improve user experience.

Unmasking Owner Complexity Over Time

Sticking with your consumers over time can provide an unprecedented level of understanding of their personas and the decisions they make. This deep understanding can inform strategy, positioning, product development, marketing, merchandising and customer service. Because research communities allow us to dialogue with a set group of consumers on a wide variety of topics over time, we can better understand their opinions and actions, including why they sometimes respond to market shifts in ways that are contrary to what initial data might suggest.

For example, we can see why owners who initially declare themselves staunch traditionalists when it comes to product styling might, some months later, become swayed by an uncharacteristically flashy style...just when the price point of that flashy product drops to their wallet’s sweet spot. This ability to understand triggers for shifts in consumer sentiment can aid go-to-market strategies.

Contextual Research: Next Generation Research for Next Generation Product Development

In our experience, bringing together insights culled from ongoing dialogue and intimate consumer relationships developed through research communities with insights gained from shining a real-time spotlight on crucial moments through advanced mobile research provides unprecedented insight into consumer context. The resulting insights inform smarter, faster and more cost-effective business decisions about products, brands, categories and competition. In the Age of Context, content – *when it’s in context* – is king. ▀

Julie Vogel is vice president of communities at Morpace, Inc., a global market research and consulting firm. A consumer marketer, strategist and insights professional, Julie is an expert in building and running social media-based research communities that deliver the authentic voice of the consumer to company decision makers.

Got the Call Center Blues?

So you opened a call center thinking you'll have control of your projects and profits. Now that online surveys are more mainstream, you wish you could close the center but still retain control. And, since you told your clients it's better to have your own in-house call center you feel awkward about back-pedaling.

OAC can help you through the transition. We've been in the call center business since 1997, we are the experts so we can assure you that outsourcing is now the best option. Working through our call centers here and offshore will allow you to put the focus back on your core business and your bottom line.

With OAC you'll retain control with a dedicated Project Supervisor who will become an expert on your projects. You'll be able to monitor interviews live and/or through recordings. Our real time 24/7 Dashboard allows you to be hands on. And, as always, we guarantee the quality of our data.

Let OAC be your call center, we'll turn your blues to green.

We're OAC — Opinion Access Corp. —
Diverse Data Collection Options for our Culturally Diverse Society.

Benefits:

Profitable - no worry about overhead

Control - dedicated Project Supervisor

Quality - live 24/7 monitoring

Cultural Expertise:

Domestic and Offshore Owned Centers

Bilingual English/Spanish Experts

Multi-language Capabilities

Multi-cultural Capabilities

Other Areas of Expertise:

Political Projects

Tracking Projects

Multi-Mode Surveys

Data Processing



Our security is so advanced, it's backward.

When it comes to collecting and protecting online consumer data, you'd think that the key to quality is the latest, fastest, most whizz-banging technology available. And, sure, that plays a part.

But, at Full Circle, we also believe that there's simply no substitute for the role humans play in eliminating sample fraud. So we marry advanced systems and back-to-basics techniques, recruiting and validating community members through our 120+ CATI phone bank. At prices previously unheard of from an online provider.



And all from the company that recently became the first and only U.S.-based online consumer sample provider to earn ISO 26362 certification.

Proving that if you're ready to go forward, you can be confident going backward with us.



Full Circle
Research Co.™

Call Adam today at 301.762.1972 • iLoveFullCircle.com



ALERT! MAGAZINE'S

INNOVATION AND TECHNOLOGY DIRECTORY

ABC WordExpress

1431 7th St., Ste. 300
Santa Monica, CA 90401
310.260.7700
www.wordexpress.net
Contact: Lena Wagner
clients@wordexpress.net

WordExpress has been providing written translations, oral interpretations, transcriptions, multilingual desktop publishing and related language services for technology, marketing and public relations companies for over 20 years. We translate from and into more than 100 languages. We pride ourselves on offering the highest quality at very reasonable rates! All projects come with our Triple Guarantee.

Antedote

25 Taylor St.
San Francisco, CA 94102
415.854.0065
www.antedote.com
Contact: Erick Pennington
erick@antedote.com

Selected as one of the Best New Agencies of 2013 by the MRS, Antedote is a leading innovation and insight consultancy. We help our clients solve some of the world's toughest innovation and insight challenges. We deliver insights and strategies that empowers them to make an impact. We harness leading edge technology to enable us to get to deeper insight, including our own online qualitative research platform.

Ascribe

600 Vine St., Ste. 2020
Cincinnati, OH 45202
513.241.9112
www.goascribe.com
Contact: Patrick Cassady
patrick.cassady@goascribe.com

Ascribe is the comment-management platform that provides companies with fast and concise software and services that transform open-ended customer comments into meaningful insights. These consumer insights, coded and analyzed across dozens of languages and through a wide range of channels, create strategies to increase revenue and enhance the customer experience.

CatalystMR

45 Yosemite Ave.
Oakland, CA 94611
800.819.3130
www.catalystmr.com
Contact: Adam Berman
info@catalystmr.com

CatalystMR is a full-service market research services and panel solutions provider. Specializing in cost effective survey design, online and mobile survey programming and hosting, panel sample, custom panel communities and real-time reporting. We're experts in conjoint, website usability testing, in-store intercepts, concept highlighters, shelf tests, ad testing and complex survey logic.

Cido Research

201-170 Robert Speck Pkwy.
Mississauga, ON L4Z 3G1
Canada
416.503.4343
www.cidoresearch.com
Contact: Lisa Wright
bids@cidoresearch.com

Cido is the most trusted partner in global MR data collection. With offices in the U.S., Canada, Costa Rica, Germany, Hong Kong, China and India, we have field experts that know how to get your project done, on time and on budget. Services include programming/hosting, online sample, specialty panels, emotional engagement analysis, CATI and qual/face-to-face interviewing.

Concepts in Focus

1329 Kingsley Ave., Ste. A
Orange Park, FL 32073
904.264.5578
www.conceptsinfocus.com
Contact: Kathy Hayman
kathy@conceptsinfocus.com

Think Jacksonville – a growing and diverse market. Concepts in Focus, northeast Florida's premier focus group facility, top-rated by IMPULSE – designed with your needs in mind: personalized service, suburban atmosphere, attention to quality recruiting, two spacious suites, high-speed Internet, free digital recordings, FocusVision. We invite you to visit "Florida's First Coast!"

Full Circle Research Co.

12115 Gatewater Dr.
Potomac, MD 20854
301-762-1972
www.ilovefullcircle.com
Contact: Adam Weinstein
TalkToMe@iLoveFullCircle.com

Full Circle Research Co., an online sample provider, offers its clients the most evolutionary sourcing process to date: a proprietary, proven data-collection method – Mixed-mode Validation Process (MVP) – that verifies community members through a 120+ CATI phone bank. Our founders' consultative approach delivers success and supports their commitment to trend-setting innovation and old-fashioned customer service.

GMI, a Lightspeed Research Company

3 Mountain View Rd., 3rd Fl.
Warren, NJ 07059
908.605.4500
www.lightspeedgmi.com
Contact: Laura Sigman
lsigman@lightspeedresearch.com

GMI empowers insights around the world and adds value at every stage of the research process. With millions of deeply profiled double opt-in panelists across 40 proprietary panels, real-time respondent sourcing and advanced sample balancing capabilities, GMI, a Lightspeed Research Company, offers a wide range of respondent access in a single, trusted partner.

icanmakeitbetter.com

9600 Escarpment Blvd., Ste. 745-254
Austin, TX 78749
512.498.3830
www.icanmakeitbetter.com
Contact: Matt Thurston
matt@icanmakeitbetter.com

We are a cloud-based insights community platform that centralizes your research and innovation efforts – surveys, OBB discussions, open innovation, and your own panel--all in one place. We'll get you up and running in 1 day, not weeks. icanmakeitbetter is a powerful tool built by researchers for researchers to streamline the management of your own community. Less labor, more insights, all at the speed of business.

Illuminas

3801 S Capital of TX Hwy., Ste. 200
Austin, TX 78704
512.652.2714
us.illuminas-global.com
Contact: Amelia Carry
amelia.carry@illuminas-global.com

Illuminas is a full-service, global consultancy dedicated to helping companies leverage market intelligence. Solutions are customized to enlighten clients' unique strategies and empower them to make informed decisions, and Illuminas' team of expert researchers utilize extensive quantitative and qualitative experience to recommend the most appropriate tools for client objectives.

Just Qual+

245 North Tamiami Trail N., Ste. B
Venice, FL 34285
941.882.0204
www.justqual.com
Contact: Eric Swatek
info@justqual.com

Just Qual+ conducts qualitative and quantitative studies across the healthcare spectrum of pharmaceuticals and medical devices. Our team is known for being creative and flexible while leveraging technology to make research more efficient and effective. Our expert team specializes in hybrid methodologies, combining various research tools to maximize conversations with healthcare professionals and consumers around the world.

Kinesis Survey Technologies

8140 North Mopac Expy.
Bldg. One, Ste. 120
Austin, TX 78759
512.590.8300
kinesisurvey.com
Contact: Gene Filipi
gene@kinesisurvey.com

Kinesis provides the industry's most comprehensive market research product suite, for both the market research industry as well as enterprise business organizations. Offering survey, panel management and community software, Kinesis is committed to advancing innovation, in desktop and mobile research across all browser and device types.

Marketing Systems Group

755 Business Center Dr., Ste. 200
 Horsham, PA 19044
 215.653.7100
www.m-s-g.com
 Contact: Alan Lambert
alambert@m-s-g.com

Marketing Systems Group provides innovative products and services designed specifically for the survey research industry. Products include: GENESYS Sampling, which provides full service sampling capabilities; PRO-T-S, a research predictive dialing system; and ARCS, a Panel Management, Web/IVR recruiting system. MSG resources include database development, management and analytical capabilities.

The Medical Panel by Resolution Research

550 E 12th Ave.
 Denver, CO 80203
 303.830.2345
www.TheMedicalPanel.com
 Contact: Nina Nichols
info@re-search.com

Resolution Research is passionate about medical, pharma, & healthcare and conducts both quant & qual market research in these fields. We've formed a new medical community, TheMedicalPanel.com, to host persons in this vertical. We can target any person desired – doctor, exec, tech, patient. Our support ranges from a la carte to full service to best fit your needs. We love medical and research done right! Since 1990.

Midwest Video Co.

1515 Souter
 Troy, MI 48083
 248.583.3630
www.midwestvideo.com
 Contact: Joe Cook
jcook@midwestvideo.com

Midwest Video Company introduces MStream, a high end video streaming service that is available from any location, even a moving vehicle. MStream provides all the services you know, like chat room and archive, plus we always provide a manned camera and enhanced audio system. MGroups is our online offering that provides full tech support prior to and during the event. All services available nationwide.

The Nashville Research Group, LLC

230 Great Circle Rd., Ste. 226
 Nashville, TN 37206
 615.399.7727
www.NashvilleResearch.com
 Contact: John Kilpatrick
service@NashvilleResearch.com

Since our founding in 1983, The Nashville Research Group has been dedicated to providing excellence in Market Research. Our facility is consistently rated one of the Top Facilities Worldwide by Impulse Survey. Conveniently located near the heart of Nashville, mention this ad and receive complementary shuttle service to and from our facility.

Olson Research Group, Inc.

1020 Stony Hill Rd., Ste. 300
 Yardley, PA 19067
 267.487.5500
www.olsonresearchgroup.com
 Contact: Paul Allen
pallen@olsonresearchpa.com

Olson Research Group has been supporting the life sciences sector for nearly two decades by providing both qualitative and quantitative market research services and harnessing the latest technological offerings. What drives our deliverables is our proprietary database of HEALTHCARE PROFESSIONALS, PAYERS and PATIENTS from all corners of the healthcare space.

Tape To Type

2423 North Racine Ave., Unit 1
 Chicago, IL 60614
 760.470.1111
www.TapeToType.com
 Contact: Karen Obert
Karen@TapeToType.com

Tape to Type is a team of U.S. transcriptionists who specialize in market research. 100% of the transcripts we produce are provided for the qualitative research professional. That is what we do and we do it well – with over 15 years' experience. We make your project our project and you'll have your own manager who will work with you to ensure your transcripts are delivered on time according to your specifications.

Telepoll Market Research

180 Lesmill Rd.
 Toronto, ON M3B 2T5
 Canada
 416.977.0608 x.222
www.telepoll.net
 Contact: Christine Schmakies
cschmakies@telepoll.net

Telepoll Market Research is a boutique, data collection firm specializing in telephone market research since 1990. Our surveys assist organizations manage product and service offerings, markets, marketing campaigns and consumer perceptions. Telepoll delivers insight by applying proven and proprietary telephone data collection methods, crafted over 20 years in the trenches.

Vital Findings

10557 Jefferson Blvd., Ste. E
 Culver City, CA 90232
 310.279.5510
vitalfindings.com
 Contact: Jason Kramer
info@vitalfindings.com

At Vital Findings, we believe that good, innovative market research should be judged by the actual impact it has on product development, marketing and business strategy. Our mission is to elevate the market research profession beyond just delivering reports and PowerPoint bullets, using the tools of design, marketing science and innovative research consulting to allow researchers to actually enable business action.

COME SEE WHAT ALL THE BUZZ IS ABOUT

SchlesConnect New MRA board @MRAmrx. Lots to look forward to coming year. #ISC2014 #mrx. DSHt.co/Y5JaA3U3fp5 Jun from Twitter Web Client retweeted by MRAmrx

dmTweets T minus 17 minutes till my session! Come hear my story «Narrowing the Choices.» #ISC20145 Jun from Twitter for iPhone retweeted by MRAmrx

Web Client retweeted by MRAmrx

hfienberg So long Chicago, and thanks for all the fish. Or something. #isc2014 #mrx6 Jun from Twitter for iPhone retweeted by MRAmrx

Brandtrust Roberto Cymrot & @Brandtrust Change the way you think about how people think @MRAmrx #ISC2014t.co/FB6ukCaPE95 Jun from Twitter for iPhone retweeted by MRAmrx

SSITweets @MRAmrx - Dan Teeter from Nissan discusses how connectivity in cars came from market intelligence. #ISC2014 6 Jun from Twitter Web Client retweeted by MRAmrx

mdaviskelly Heart, mind & soul all involved when a consumer is passionate about your brand #ISC2014 6 Jun from Twitter for Android

ConsensusPoint Did you get 30+ stamps from the exhibitors at #ISC2014? I did and I've got my fingers crossed for a win! @MRAmrx5 Jun from Twitter for iPhone retweeted by MRAmrx

robertpmoran Worth a read re GenY and autos #isc2014business.time.com/2012/08/09/will-m...6 Jun from iOS

mindy butt try #ISC2014 #mrx5 Jun from Twitter Web Client retweeted by MRAmrx

BorderlessXs marketresearch is not just about markets. customers. Its about people #ISC2014 @MRAmrx5 Jun from Twitter Web Client retweeted by MRAmrx

mdaviskelly In 2000, would you have believed you could carry 1,000 cds in your pocket? #ISC20145 Jun from Twitter for Android retweeted by MRAmrx

BValleyComs #ISC2014 Dan Teeter, Nissan: «The car is just one big category of device.» Phew! (Hello, future!) @MRAmrx6 Jun from Twitter for Android retweeted by MRAmrx

robertpmoran I dont believe that all brands should have#empathy. Jungian #archetypes suggest that reb... etc are not empathic. #isc20145 Jun from Twitter for iPhone

mdaviskelly Market research is not just about markets, its about people #ISC20145

hfienberg MRA at Second City comedy club in Chicago for#ISC2014 #mrx t.co/KJxhDhqe6A6 Jun from Vine - Make a Scene retweeted by MRAmrx

robertpmoran Bigger question for #isc2014 @MRAmrx ... 1. Assume rate of change is increasing 2. Assume #mrx is a snapshot in time How do we anticipate?5 Jun from Twitter for iPhone retweeted by MRAmrx

robertpmoran Common sense argues that the key is data integration #isc20145 Jun from Twitter for iPhone

juliehallboston Market research was created for advertising to mass market when data was scarce. Mass market is fading and data is ubiquitous... #isc20145

mdaviskelly Another great conference-thanks to the organizing committee & best wishes for a safe trip home for all! @MRAmrx #ISC20146 Jun from Twitter for Android retweeted by MRAmrx

robertpmoran But will #GenY want to buy a car or purchase#mobility? #isc2014

BostonYankeeFan Th... have to miss the final Jun from Twitter for iPhone

ConsensusPoint Im not gonna lie, that was a pretty good lunch. @MRAmrx #ISC20145 Jun from Twitter for iPhone retweeted by MRAmrx

robertpmoran Very impressive response from Under Armour

jilledonahue @dan_roam thank you for a great session yesterday! #ISC2014 #mrx5 Jun from Twitter for iPhone retweeted by MRAmrx

Heather_JParker Roadmap to #Consumer Passion @MRAmrx #ISC2014 6 Jun from Twitter for iPhone retweeted by MRAmrx

EMlcnstEllen Staying independent & to emotional distance in the research p Jun from Twitter for iPhone retweeted by MRAmrx

mdaviskelly makes you want to do something. #ISC2014 #mrx5

our Mike Billingsley and @S uBAHnYPI2v5 Jun from Spr

ONSDAVIS #ISC2014 - Visit AIP at bc Online Panels in Asia, pet the Dinosaur, eat

EMlcnstEllen Empathetic insight work can reduce cost & shorten time for brand development and product development. @MRAmrx #ISC20145 Jun from Twitter for iPhone retweeted by MRAmrx

robertpmoran Always enjoy Simons thinking... @MRAmrx #isc2014 t.co/HLPYnXth5 Jun from iOS retweeted by MRAmrx

media/BpaoA7CEAAXGOT... 6 Jun from Twitter for Android

ahue @dan_roam thank you for a session yesterday! #ISC2014 #mrx5 Jun from Twitter for iPhone

mon Chadwick - «Its not about markets. Its about about people.» @MRAmrx #ISC20145 Jun from Twitter

robertpmoran Big data fosters unique customer insights. How to on this data still a challenge for #mrx?@ #ISC20145 Jun from Twitter for iPhone retweeted by MRAmrx

ISC 2015

JUNE 3-5, 2015 • SAN DIEGO, CA

CRC 2014 RECAP

“Sally was the first keynote of the conference and talked about the importance of fascination. She shared that people viewed as fascinating are more likely to do well in the job market and that products viewed as fascinating can command a premium price. There are seven elements of fascination: power, passion, mystique, prestige, alert, innovation and trust.

The research that Sally has undertaken indicates that people are usually likely to overestimate their level of driving ability as well as their level of intelligence. When it comes to fascination though, the same research indicates that people on average drastically underestimate whether or not they are fascinating.

According to Sally, if you make yourself different, you can make yourself valuable in the marketplace by ‘tapping into your fascination advantage,’ which is the way in which your personality is most likely to add distinct value.

Sally’s team also went into companies to find out why certain people were high performers. They found there were four characteristics. They: specialize in one particular area; are worth more than they are being paid; over-deliver in one specific area; and/or are the preferred option, even if they are more expensive or inconvenient.”

THE CONFERENCE

The 2014 Corporate Researchers Conference was held at Chicago’s McCormick Place, September 17–19, and was a resounding success, providing practical, applicable solutions to the most pressing marketing research challenges. Of course, we know that attendees were a big reason for that! Your attitude. Your questions. Your talent. Your perspective. Please join us October 5–7 in St. Louis for the 2015 Corporate Researchers Conference.

INSIGHTS FROM THE FOURTH ANNUAL 2014 CORPORATE RESEARCHER’S CONFERENCE

A special report from attendee **Paul Long** is included throughout this section, which includes a highlight of three keynote presentations. (Paul has been in the market research industry for over 15 years and currently works as market research manager at the Chartered Professional Accountants of Canada. You can find him on Twitter @paul_long and can read more about CRC at <http://www.paullong.ca/tag/crc-2014/>, <http://lovestats.wordpress.com/?s=CRC&submit=Search> and <http://researchaccess.com/?s=CRC>.)



Sally Hogshead at CRC 2014

CRC 2014 RECAP



“Patti Fries spoke of many challenges in starting a consumer research department at DISH Network in 2012. They included: A research department with few resources – within a company with \$12 billion in revenues; use of Survey Monkey to conduct surveys at the nearby DMV prior to the development of a research department; no defined customer segment (other than 18+ years of age with a pulse!); and low customer valuation (overall higher revenue than Starbucks, but customer valuation about half that of theirs.)

Within Patti’s first seven months at DISH Network, she conducted 72 research studies, her department’s budget increased by 1,000 percent, and department size went from one to six people. In that time, the department developed a predictive model, set up a customer panel and used Big Data results to create dashboards that could provide a one-page answer to a question, if necessary. Additionally, they now use only six research providers, all of whom understand DISH Network. To increase the visibility of the research department, the team invited internal stakeholders to focus groups and lunch-and-learns about research.

Patti and the team are now working on a new brand experience. Her playbook includes: do what it takes; win early and win big; less is more; embrace the fun theory; make brave recommendations; and win the hearts and minds of consumers. It’s all about the future and driving a new strategy that will ensure the future of a consumer-led DISH Network brand.”





“Ryan spoke about how General Mills totally re-worked their market research strategy—to ‘go all in with mobile’ starting in 2011—as they were convinced that they needed to move 80 percent of their research to mobile by 2013. This strategy was founded on numerous factors: growth of adoption of mobile devices; mobile devices often being the default access point for consumers; projected growth targets in the use of mobile; and to use research that captures real, not recall.”

A glimpse of General Mills today reveals that they disbanded their mobile-specific research team in 2013, reached the tipping point and want to be device agnostic, have not converted 80 percent of dollars to mobile, and have a solid rolodex of partners – after vetting over 100. Barriers they’ve faced in conducting mobile research include global panels, low incidence targets and data stitching but they are an organization that gets excited about what’s next in technology. Ryan specifically talked about the Internet of Things, augmented and virtual reality, robotics and 3D printing.”



“The fourth annual CRC conference returned to Chicago in 2014, the site of the inaugural version of the conference, after two years in Dallas. I was one of the corporate researchers in attendance, coming to the conference for the second year in a row. With approximately 50 percent of the attendees being other corporate researchers, the conference was a good opportunity to network and ‘compare notes’ with other corporate researchers on the issues they face.”

CRC

CRC 2014 RECAP





“The event offered a unique mix of content aimed at corporate researchers, and included sessions covering themes such as: overcoming internal challenges to have research used in an organization; ensuring corporate researchers remain relevant in a DIY age; and reshaping an organization’s research to take advantage of new research methods. While there are many areas within market research in which supplier and corporate researchers have similar concerns, these are areas that are of specific concern to corporate researchers. The keynote speakers covered these themes in different manners.”



CRC 2014 RECAP

A SPECIAL THANK YOU!

With great appreciation, MRA acknowledges the companies and individuals that sponsored, exhibited, presented and volunteered at 2014 CRC.

SPONSORS & GENIUS LABS

Ameritest
Dapresy
FUEL
hyperWALLET
Opinions, LTD
Precision Research
Qualtrics
Research Now
SoapBoxSample
Schlesinger Associates

EXHIBITORS

AIP – Online Panels in Asia
Baltimore Research
Bellomy Research
CEB
CRG Global, Inc.
Custom Intercept Solutions
Dapresy
Decipher
Discovery Research Group
D'Well Research, India
Face
Fieldwork
Focus Forward & Panel Direct
FocusVision Worldwide
G3 Translate
Gazelle Global Research Services
Google Consumer Surveys
hyperWALLET
Illuminas
iModerate
Issues & Answers Network, Inc.
itracks
L&E Research
Lightspeed GMI
LingPerfect Translations, Inc.
M/A/R/C Research
Marketing Systems Group
MarketVision Research
MFour Mobile Research
Michigan State University
MSW•ARS Research
Murray Hill National
The Olinger Group
Opinions, LTD
Precision Research
Priority Metrics Group
Qualtrics
Quest Insight

Quester
Quirk's Marketing Research Media
Research Metrics
RTi Research, Inc.
Russell Research
Sawtooth Software
Schlesinger Associates
Scientific Telephone Samples
SIRS
SIS International Research
SoapBoxSample
SSI
StickyDocs
Synapsify
Telepoll Market Research, Inc
Thoroughbred Research Group
Tobii Technology, Inc.
Toluna
University of Georgia/MRII
Voxco
W5
YouSay!

SPEAKERS

Michelle Adams, Marketing Brainology
Todd Adrian, Novartis Consumer Health – OTC
Carrie Angiolet, Illuminas
Ryan Backer, General Mills
Claire Brooks, ModelPeople Global Brand
Insight & Strategy
Jim Bryson, 20/20 Research, Inc.
Michael Carlon, Hall & Partners
Scott Christofferson, CEB
Adam Cook, Pilot Media, Inc.
Laura Crystal, Russell Investments
Susan Fader, Fader & Associates
Ben Feeney, MillerCoors
Howard Fienberg, MRA
Patti Fries, DISH Network
Emily Grogan, SEEK
Brett Hagins, Research Innovation and ROI, Inc.
Shannon Harmon, JHC
Colleen Harris, MarketVision Research
Jeffrey Henning, PRC, Researchscape
International
Aaron Hill, PRC, Sawtooth Software
Sally Hogshead, Fascinate, Inc.
Carolyn Holtzen, Russell Investments
Joe Indusi, RESEARCH2VIDEO
Clinton Jenkin, Barna Group
Flora Kelly, ESPN
Kathryn Korostoff, Research Rockstar

Neal Kreitman, OneMain Financial
Andrew Ladd, Tribune Co.
Dina Lawson, McNeil Consumer Healthcare,
Johnson & Johnson
Samuel Lindsey, Ph.D., Adobe Systems
Susan Lloyd, Boise Paper – A PCA Company
Wendy Loxley, ESPN
Garrett McGuire, Quester
Darcey Merriam, Adobe Systems
Nino Ninov, Rosetta Stone
Chad Nuesmeyer, MetrixLab
Stephen Paton, AGL (Australia)
Annie Pettit, Ph.D., Peanut Labs
Rachelle Petusky, Cox Automotive
Eric Rasmussen, Groupon
Michael Rosenberg, J.P. Morgan
Kristen Santos, PRC, Daimler Trucks
North America
Janet Savoie, PRC, Online Survey Solution
Gareth Schweitzer, Kelton Global
Amy Shields, PRC, MRA
Becky Wiechman, Benenson Strategy Group

2014 CRC PROGRAM COMMITTEE

Scott Christofferson, CEB
Scott Baker, PRC, Schlesinger Associates
Alice Butler, PRC, M/A/R/C Research
Melissa Barrow, Interstate Batteries
Matt Case, FedEx Services
Steve Cooley, Blue Cross and Blue Shield
Jerry Haselmayer, SEEK
Deanna Meyler, Bozell
Steve Quirk, Quirk's Marketing Research Review
Roxanne Ryan, CEB
David W. Almy, MRA
Jennifer Cattel, MRA
Amy Shields, PRC, MRA

Big Data Applications in Performance Marketing

By Tijs van Santen

Affiliate marketing has been around for decades but remains a challenge for even the most advanced e-commerce leaders.

While there is still room for improvement, marketers have come to rely on detailed reporting and meaningful intelligence for non-affiliate channels. The affiliate channel, meanwhile, has stayed in the “dark ages” with limited access to data and relevant insights.

Moving forward, affiliate marketers will demand the same level of insights and analytical tools as their peers. For executives to extract the most value from their affiliate channel, they must be able to track the true source of every lead, inbound call, download and sale across multiple channels, platforms, media and points of contact...just like non-affiliate channel counterparts. When that kind of spotlight is placed on partner activity and conversion attribution, affiliate performance becomes infinitely easier to evaluate and affiliate programs begin to deliver much greater results.

Big Data promised to revolutionize access to data and the types of insights that marketers can learn from it. And the change is underway.

Big Data-Driven Insights

According to the 2014 “Measure The Impact Of Cross-Channel Attribution” report from Forrester Research, optimizing based on Big Data attribution-based insights can reduce cost per action by 30–50 percent, driving improvements in ROI by 50–100 percent over time.

Forrester defines Big Data as *“The practices and technologies that close the gap between the data available and the ability to turn that data into business insight.”* This definition immediately exposes where many affiliate marketers are hurting and where they have an opportunity: availability of data, an open mindset for how to drive value and a process that focuses on leveraging data to drive results aligned to the organizational objectives. Extracting Big Data insights relies on analyzing and contextualizing data points from a wide spectrum of sources and translating them into actionable insights. When leveraged and applied appropriately, it will help a business to understand how their various marketing initiatives are contributing to key business objectives. What you will find may tell a different story from what the standard KPIs are saying.

In today’s marketing environment, organizations have to create a culture and commitment to data-based decision making. This also means re-evaluating departmental key performance indicators (KPIs) to ensure that they are appropriately aligned to the larger business objectives. It is not uncommon, for example, for the data to reveal that the return on ad-spend (ROAS) of some spend can be much higher than legacy metrics would suggest. But to take advantage of this insight, the organization must be open to alternative departmental KPIs.

Big Data promised to revolutionize access to data and the types of insights that marketers can learn from it. And the change is underway.

For instance: many online retailers are focused on driving so-called new-to-file customers. The big challenge that marketing executives face is identifying which channels are truly responsible for driving a new customer conversion. Unfortunately, there is no straightforward answer.

When analyzing top purchase paths for new-to-file customers, one large U.S. online retailer found that 20 percent started their journey to purchase from a few, very specific content sites that were strongly aligned to their product category. Although these sites were responsible for ‘introducing’ new customers in 20 percent of total conversions, they were only last click five percent of the time. This resulted in a distorted view of who was driving new-to-file customers because their legacy data sets only contained last click data. The retailer’s realization was that a major opportunity existed to drive more new customer conversions by partnering with these specialized content sites on different terms. The affiliate team decided to partner with these high-value sites on so-called hybrid terms: a guaranteed minimum CPC and a CPA bonus in case they were involved in the last click. In a few cases, they partnered through sponsored content and monitored traffic coming from these

pages. This strategy turned out to be wildly successful – 12 percent growth in new-to-file customers. In addition, the affiliate team demonstrated to the rest of the marketing department how it was contributing to the organization’s growth goals by leveraging Big Data insights and thinking outside the traditional channel silo.

Another good example is that of a travel company which wanted to increase sales of high-margin inventory. To optimize sales of premium cabins and premium vacation packages, the company analyzed a large dataset that included traffic and conversion data from all digital channels, including mobile and in-app. They found that consumers purchasing premium products tend to have a different purchase path than other customers. When analyzing traffic from the different media partners, it became clear that partners had a significantly higher percentage of premium target customer traffic. They then leveraged the data by developing custom partnerships that offered tailored, sometimes exclusive, premium inventory to these partners on custom contractual terms. As a result, there was a notable increase of premium product sales through the affiliate channel.

Big Data can completely change the way you build and leverage affiliate and other direct partnerships and also allow you to fully optimize your investment in the channel.

Leveraging a turnkey solution that employs Big Data analytics to help affiliate marketers intelligently credit every conversion (including those that occur through mobile and in-app platforms) is a big step in the right direction.

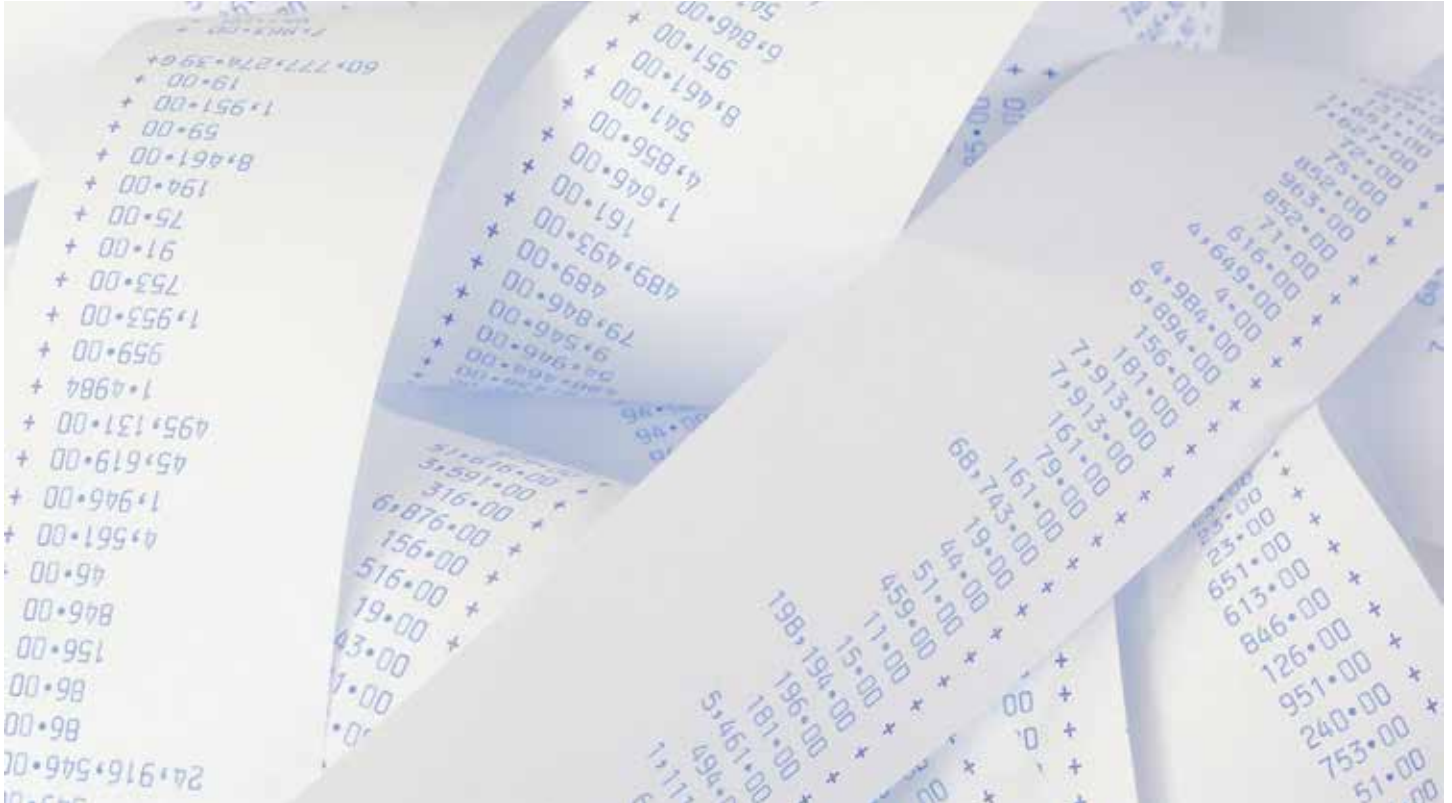
The bottom line: apply Big Data analytics to gain multi-dimensional insights, cut out the middleman and shift your mindset from affiliate marketing to a more bottom line-centric performance marketing approach. Adopting a Big Data performance marketing strategy provides a welcome disruption to the old-school model with its real-time, multi-dimensional insights for smarter decision making and ultimately increased operating margins. ▽

Tijs van Santen, VP at Impact Radius, leads the company’s sales, account management and partner channels. Learn more at www.impactradius.com

Heading Off Legal and Regulatory Trouble in 2015

By Howard Fienberg

While not as much fun as spring cleaning, the start of a new year is a great time to audit your legal and regulatory compliance so that you can hopefully avoid any lawsuits or enforcement measures in 2015.



Start by reevaluating your terms of use and privacy policy.¹ Make sure they are as clear and transparent as possible, and reflective of your current practices.

While the Federal Trade Commission (FTC) is not saying so explicitly, the chief U.S. regulator for the marketing research profession is keeping a jaundiced eye on you and your activities. FTC workshops and enforcement actions are zeroing in on Big Data analysis, data brokerage and insufficient privacy and data security protections.

Working mostly from hypothetical scenarios and hyperbole, the FTC is worried about the negative discriminatory impact from data analysis and segmentation with the ultimate presumption that discrimination could appear and harm consumers in any Big Data context, including research. FTC recommendations

for Big Data privacy protection make for relevant MR guidance, particularly the call for “reasonable precautions to ensure that downstream users of their data do not use it for eligibility determinations or for unlawful discriminatory purposes.”

The FTC defines data brokers as “companies whose primary business is collecting personal information about consumers from a variety of sources and aggregating, analyzing, and sharing that information, or information derived from it.” For now, the agency’s primary focus is on data brokers who do this for marketing, identity verification and fraud prevention. However, the FTC’s definition clearly includes the average research company; Commissioners and staff have refused to rule MR out of their scope, and the broad area of marketing analytics has already been lumped in with marketing.

Say what you do, do what you say

This year, comScore had to settle a huge class action lawsuit relating to their data privacy practices. According to MRA’s outside counsel, Stuart Pardau, in addition

to paying money, comScore agreed “to alter its privacy policies and end user license agreements to bring its disclosures in line with its data collection practices.”²

Make sure that you have aligned your organization’s promises with how you actually behave instead of having to go to court over it in the future, like comScore did.

One of the key insights Pardau took from the comScore case: even “full disclosure” to consumers about how a research company handles personal information might not protect the company from regulatory or legal action. “The disclosures, especially those regarding areas that may be deemed to involve more invasive data collection methods, should be clear and conspicuous and not “buried” in the terms of use or your privacy policies,” Pardau said.

Research companies must meet a higher standard than ordinary businesses

1 “Privacy Policies for Survey, Opinion and Marketing Research Companies.” <http://www.marketingresearch.org/privacy-policies-for-survey-opinion-and-marketing-research-companies>

2 “Harris v. comScore Class Action Settlement and the MR Impact.” By Stuart Pardau. August 11, 2014. <http://www.marketingresearch.org/news/2014/08/11/harris-v-comscore-class-action-settlement-and-the-mr-impact>

to maintain research ethics (like MRA's *Code*) and ensure respondent cooperation and earn the trust of research participants, regardless of the law. FTC Commissioner Julie Brill agreed in remarks at an event on Big Data innovation this fall,³ observing that meeting and respecting "norms and consumer expectations" can be as important or more important than just following the law. When consumers trust a company, in her opinion, they will use their services without understanding every "jot" of their privacy practices. Violating that trust will ruin the relationship; trust takes a long time to build but "you can lose it in a minute," she said. "This requires constant effort as risks to consumer information constantly shift."

Speaking of risk...

Data security presents perhaps the most tangible of risks to a research department, company or organization. Data breaches seem to happen regularly. The most recent Ponemon Institute "Cost of Data Breach Study" pegged the cost-per-record-stolen at \$201 in the U.S.⁴ As class action lawsuits grow in response to breaches, that figure will presumably rise.

The easiest way to avoid a data breach is to not collect it in the first place, so carefully determining what data you need for any given research study is a good way to start. Once the use for that data is complete, you need to dispose of it properly. It will limit your risk and will help you comply with the law (including a new one in Delaware that came into effect on January 1⁵).

Again, the FTC plays a big enforcement role here with over 50 cases under its belt. Even small companies⁶ can find themselves pursued, either by the FTC or state Attorneys General, for such breaches. The FTC can go after your company for failing

to provide "reasonable" data security, but has not quite defined what that means. And Judge Douglas H. Ginsburg of the U.S. Court of Appeals for the District of Columbia Circuit has identified significant business confusion "about the best data security practices."⁷ That confusion drove Wyndham Hotels and Lab MD to fight the FTC cases against them in court. Stuart Pardau has drafted a helpful analysis of those cases for MRA members, with extensive guidance to help secure your data infrastructure and operations.⁸

Don't just take refuge in safe harbor

The European Union's (EU) Data Directive places significant restrictions on the collection, use and disclosure of personal data that prove taxing for many researchers. The Directive also prohibits the transfer of "personal data" to non-EU nations that do not provide what the EU considers "adequate" privacy protection. The U.S. is *not* considered to be "adequate."

The main route for U.S. researchers to legally export is by signing on to the U.S.-EU Safe Harbor for data transfer. Research companies can register with (and pay a fee to) the Department of Commerce to do so. That certification requires that your company adhere to the seven Safe Harbor principles: Notice, Choice, Onward Transfer, Access, Security, Data Integrity and Enforcement. Failing to maintain and enforce a compliant privacy policy while claiming to consumers that you are "Safe Harbor Certified" can be punished by the FTC as a deceptive trade practice.⁹

However, the biggest tripwire for most companies right now, for which the FTC punished dozens of companies large and small in 2014, is simple failure to renew the company's certification. Many of these companies were claiming adherence with the Safe Harbor, and were arguably compliant in their policies and practices, but had forgotten to re-file their paperwork. Some, of course, simply claimed adherence and had never registered before.

7 "FTC at 100: Chief U.S. marketing research regulator celebrates centennial." November 19, 2014. <http://www.marketingresearch.org/news/2014/11/19/ftc-at-100-chief-us-marketing-research-regulator-celebrates-centennial>

8 "Wyndham Hotels and LabMD: the FTC as Data Security Police." November 25, 2014. <http://www.marketingresearch.org/news/2014/11/25/wyndham-hotels-and-labmd-the-ftc-as-data-security-police>

9 "U.S.-EU Safe Harbor: FTC crackdown should remind MR companies to maintain privacy and data security compliance." By Josh Wright. June 23, 2014. <http://www.marketingresearch.org/news/2014/06/23/us-eu-safe-harbor-ftc-crackdown-should-remind-mr-companies-to-maintain-privacy-and>

The FTC can fine companies up to \$16,000 per day for any of these violations, which should be helpful motivation for any company to avoid such mistakes.

Conduct and buy telephone research safely

The Telephone Consumer Protection Act (TCPA) restrictions on research calls to cell phones is an anachronism—as relevant to 2015 as using a buggy whip to drive a Tesla in an era where 57.1 percent of American households are either wireless-only or wireless-mostly—but the Federal Communications Commission (FCC) is clinging to its interpretation that just about any automation or computer involvement in dialing equates to an automatic telephone dialing system and requires prior express consent. Class action lawsuits hit with increasing regularity (RTI International being one of the most recent targets) and courts, while not necessarily agreeing with the FCC's interpretation, are rendering plenty of conflicting decisions.¹⁰

An article in the last issue of *Alert!* explored different ways that research companies attempt to comply with the TCPA.¹¹ While some of those methods are better than others (hitting a button on your computer system to have it dial for you is not necessarily a safe bet while actual, manual dialing is the safest), there are two important steps you can take to better protect your company if you're a telephone researcher: (1) take care in the purchase and provision of telephone sample to avoid accidentally dialing a cell phone user; and (2) keep copious records of your dialing, which may be able to help dismiss or win an erroneous TCPA case against your company.

Finally, if you purchase telephone research, keep in close contact with your provider to ensure that they are conducting the work as carefully as possible since liability may ultimately be shared by you as well. ▼

Howard Fienberg, is MRA's director of government affairs. He lobbies for the survey, opinion and marketing research profession in the U.S. on behalf of MRA's members. Howard has worked in public policy in Washington, DC for more than a decade and a half.

10 "TCPA Update: Parsing recent court decisions and FCC policy clarifications, and what they mean for research." April 28, 2014. <http://www.marketingresearch.org/news/2014/04/28/tcpa-update-parsing-recent-court-decisions-and-fcc-policy-clarifications-and-what-th>

11 "Compliance and the True Cost of Cell Phone Dialing." By Mary McDougall. *Alert!* 4th Quarter, 2014.

3 "The Future of Data-Driven Innovation and Consumer Trust in a Big Data World." October 17, 2014. <http://www.marketingresearch.org/news/2014/10/17/the-future-of-data-driven-innovation-and-consumer-trust-in-a-big-data-world>

4 "The rising cost of data security breaches - Legislative responses and what research professionals can do." May 15, 2014. <http://www.marketingresearch.org/news/2014/05/15/the-rising-cost-of-data-security-breaches-legislative-responses-and-what-research-pr>

5 "Data Destruction Demanded in Delaware for 2015." August 8, 2014. <http://www.marketingresearch.org/news/2014/08/08/data-destruction-demanded-in-delaware-for-2015>

6 "Data security breaches can affect everyone and even small businesses get punished." July 20, 2014. <http://www.marketingresearch.org/news/2014/07/10/data-security-breaches-can-affect-everyone-and-even-small-businesses-get-punished>

How Today's Marketers Can Prepare for the Future

By Russel Cooke

There are 24 hours in a day. That equals 1,440 minutes, or 86,400 seconds. When broken down, it sounds like a lot. Certainly it sounds like enough time to breeze through the piles of content that marketers produce on an average day, right?



The answer is actually no, according to Mark Schaefer, marketer and author of *Social Media Explained*, *The Tao of Twitter* and *Return On Influence*. In a January blog post,¹ Schaefer introduced the concept of “content shock,” a theory that the supply of content produced by marketers now far outweighs the demand of consumers. Consumers only have 24 hours each day in which to consume content, and it’s almost guaranteed that none of them are going to spend all of those hours reading and digesting marketing communications.

In short, today’s consumers are overwhelmed. This creates multiple challenges for marketers, as Schaefer suggested that good quality content will not be enough to fight content shock. It may actually be more of a numbers game because bigger companies with deeper pockets will be able to spend more on content creation and thus raise the barrier

of entry to impossibly high levels for smaller organizations. Brands will be fighting for audience attention.

Schaefer’s theory naturally has its critics but, even so, many marketers are adopting a “just in case” approach to content shock. How can today’s marketers prepare for a potential future ruled by content shock? Here are a few tips:

Stories activate multiple parts of the brain, which ultimately helps people better remember the information.

Focus on quality

Just because Schaefer believes that the quality of content won’t guarantee success doesn’t mean that marketers can let it fall by the wayside. Marketers should continue to strive to create the best content in their industry. Be relevant, timely, and always

keep customer wants, needs and goals in mind when creating content. Great content resonates with audiences and makes them want to share it with friends, family and colleagues. Make sure you’re producing content that is worth reading and sharing.

Tell stories

People want stories. Customers are turning away from boring content to which they can’t relate. According to OneSpot’s “The Science of Storytelling” infographic², 92 percent of consumers want the brands with which they engage to produce more content that feels like stories. Stories activate multiple parts of the brain, which ultimately helps people better remember the information. According to the “Trust in Advertising Survey” from Nielsen³,

² <https://www.onespot.com/blog/infographic-the-science-of-storytelling/>

³ http://www.nielsen.com/us/en/insights/reports/2012/global-trust-in-advertising-and-brand-messages.html?__hstc=124833621.34f5db81d32cd2200b0b92486

¹ <http://www.businessesgrow.com/2014/01/06/content-shock/>



customers respond better to marketing messages that connect with them. Marketers can tell customer stories along with more traditional brand stories to keep the message relevant to the consumer. Stories also have the added benefit of emotional elements, which can hook the reader and keep them connected to the stories and the brand.

Think visually

Today's readers are short on time. Visual content, such as infographics and other data visualizations, are great for the Web because they catch the viewer's eye and allow the reader to easily digest important information. Research from the Massachusetts Institute of Technology and Harvard University⁴ found that data visualizations are more memorable for viewers. Human faces and other "human-centric scenes" are easier for people to remember than more generic scenes, such as landscapes. Colorful and dense visualizations are also more memorable, along with unusual chart types like tree diagrams. Video can be a great medium to reach today's consumers, as platforms like Vine and Instagram offer marketers the opportunity to share bite-size pieces of content with their audiences on networks they're already using. Americans spend an average of 11 hours per day using electronic media, according to a 2014 report from Nielsen⁵. By creating superior visual content, marketers can feel confident that their messaging will be a part of those 11 hours.

Create different kinds of content

Don't focus on just one type of content. Variety is the spice of life, after all. Marketers can produce fresh content that capitalizes on current trends, evergreen

content that answers frequent customer questions and content that appeals to the audience on professional and/or personal levels. A varied strategy will keep the audience engaged and will keep the marketing team on their toes. This fresh approach will lead to better brainstorming sessions and innovative content.

Millennials don't trust brands when they make purchases; they trust people.

Flood the market

This tip for fighting content shock comes from Schaefer himself. Marketers that want to capture an audience's attention need to create a *lot* of content. By flooding the market with your company's content, you are making it hard for people to find what your competitor is producing. This strategy is all about the numbers. It can be difficult to succeed with this strategy unless you either have a large team that is capable of cranking out tons of content on a regular schedule or are in a niche with no competitors or lazy competitors. This strategy is most effective in small markets and industries.

Be better than the other guy

If you can't beat your competition with volume of content, you can beat them with quality. Learn what your competitor's weakness is and capitalize on it. Produce content that answers consumer questions more effectively, offers better industry insights, or publish more useful how-to content. Whatever it is, be great and be better than the competition. Providing this extra value to the consumer will help you rise above the rest.

Amplify your content

As the "Amplified: Cranking Your Content Up to 11" infographic shows⁶, a content amplification strategy can be essential

for marketing teams to give "content the voice it deserves." Content amplification ensures that content goes beyond a simple share. An amplification strategy will have goals related to sales, engagement, leads, brand awareness and links. Amplification can happen on paid, owned and earned channels. Brands with marketing budgets can experiment with paid advertisements or sponsored posts that drive audiences to the content. These brands can merge paid and owned media to gain more exposure through search engine optimization efforts and pay-per-click advertising campaigns. Paid media can also lead to earned media as content is boosted and put in front of new people who may share the content with their connections or repost it on another outlet.

Remember to personalize

Generic content won't win the day. Instead, focus on developing content that is deeply personal for your audience. If your brand wants to reach a younger audience, this step is especially critical. Millennials don't trust brands when they make purchases; they trust people, according to a report from Bazaar Voice⁷. Make sure your audience can put a name and face to your content.

Will content shock shape the future of content marketing as we know it? That's hard to say. It seems as though today's consumers have been able to keep up with the content deluge and they likely will continue to do so in the future—by the year 2015, the average American will consume 15.5 hours of content a day⁸. However, this doesn't mean that marketers have license to get lazy. Content is critical for any successful marketing strategy and, content shock or no, it's important to always put your best foot forward. ▼

Russel Cooke is a journalist and customer relationship management expert who lives in Los Angeles, CA. Follow him on Twitter: @RusselCooke2.

⁷ http://resources.bazaarvoice.com/rs/bazaarvoice/images/201202_Millennials_whitepaper.pdf

⁸ <http://www.sciencedaily.com/releases/2013/10/131030111316.htm>

fc08886.1390609123818.1390609123818.1390609123818.1&__hssc=124833621.1.1390609123818&__hsfp=3104465416

⁴ <http://www.seas.harvard.edu/news/2013/10/what-makes-data-visualization-memorable>

⁵ <http://www.nielsen.com/us/en/insights/reports/2014/an-era-of-growth-the-cross-platform-report.html>

⁶ <http://www.tollfreeforwarding.com/blog/amplified-cranking-your-content-up-to-11/>

Demystify the Future – See Beyond the Hype

By Lynne Thomson

CEOs recently told IBM that technology is the most important external factor shaping their businesses. But not all innovations that can change the world will. Leaders realize that chasing everything that gets press attention will dissipate resources, but they also realize that ignoring technological innovation is courting ruin. They need a way to distinguish disruptions from distractions, a meaningful framework for distinguishing credible innovations from those not yet ready for primetime.



Tech-speak can be off-putting, but managers shouldn't delegate technology planning to specialists because their own understanding of customers and channels is just as important as the specialists' knowledge of hardware and systems. Management teams need to bridge the divide and combine technical and non-technical insights in their business planning. But how?

We've developed a framework to assess the potential of different innovations disrupting markets: the Innovation Stack. It provides a way to integrate the insights of tech experts, consumers and channel partners into a more precise assessment of the risks and opportunities resulting from technological change.

Innovation can't go it alone

Innovations can address unmet consumer needs, sharply reduce costs and otherwise upend markets, but they never do so alone. Modern technology is intrinsically connected. How well a new technology integrates with other technologies and capabilities is what ultimately dictates whether it will make it into the mainstream. Understanding this "ecosystem" is critical to forecasting its success or failure.

The triumphant Apple iPad was technically not so very different from the disastrous Apple Newton. The main difference was that no ecosystem existed to support the Newton, but a stable and firmly-established one was there to welcome the iPad. The later device could leverage Wi-Fi,

a robust library of iOS applications, digital music, streaming video and established communities of users and developers. Between the Newton and the iPad, the ecosystem developed to enable the device and to ensure its success.

To identify which new technologies are iPads and which are Newtons, we have to understand the full context into which they are launching. This context includes other technologies, but also people, communities and business relationships. Stack-based analyses integrate the way engineers and software developers see an innovation with the way consumers and channel partners will use it.

Modern technology is intrinsically connected. How well a new technology integrates with other technologies and capabilities is what ultimately dictates whether it will make it into the mainstream or not. Understanding this ecosystem is critical to forecasting its success or failure.

Mapping the technological ecosystem

Using interviews with tech experts, supply chain and channel partners as well as potential consumers, stack-based analyses map the full ecosystem required by a technology to deliver a benefit to end users. That way, businesses can determine whether the uses that would motivate consumers to adopt an innovation are actually possible given the current state of the surrounding technologies and the ecosystem. If significant performance

gaps exist, then the new idea is not ready for the mainstream. For the technology producer, filling those gaps is the key to success. For businesses looking to leverage the technology, knowing what needs to happen to make it market-ready is critical to ensuring incremental product sales.

Stack-based analyses help explain why, for example, fortunes have been lost waiting for content owners to play ball and enable better devices to sweep away the tangle of cables behind TVs, VCRs, satellite boxes and DVD players. It demonstrates why the much-hyped mobile wallet technology is still waiting to take off in the U.S. while far simpler mobile card readers (which enable sellers to take credit card payments with minimal investment on their part) are transforming retail (see diagram).

The businesses that navigate potentially disruptive innovation successfully are those that understand both the direction in which the ecosystem is evolving and the point at which adopting new technologies will deliver incremental benefits to their own bottom line. They can see what the different players in the ecosystem need to do to enable new technologies to take off as well as what will motivate some to do it while others resist. They are the ones who can see the hands of all the players sitting around the table to decide an innovation's fate.

Stack analysis in action

Let's take an example of potential technology-enabled innovation that sits near the top of many retailers' agendas,

and thus is important to manufacturers who sell through retail. Brick and mortar retailers currently operate at a disadvantage compared to online competitors like Amazon: they cannot recognize their customers until they finish shopping, pay and swipe a loyalty card. By this point, it's too late to personalize their shopping experience and leverage data to direct shoppers towards interesting offers, promotions and new products.

Shoppers' smartphones, combined with sensor or beacon technology, appear to offer retailers a viable solution to delivering personalized shopping.

But before retailers start making big investments in this technology, they would be well advised to ask hard questions about the whole ecosystem:

- What incentives do handset makers have to enable the function and what will this usage do to the phone's performance?
- What systems do retailers need to read the signals and match users to shopper data?
- How will consumers shop in store and how will this impact store layout?
- How does smart packaging and smart signage fit into the equation?
- How will acting on this data require remaking their promotion and data sharing arrangements with manufacturers?
- And most importantly, what will convince consumers to allow themselves to be electronically recognized? Which types of personalization will they welcome and which will be seen as an invasion of privacy?

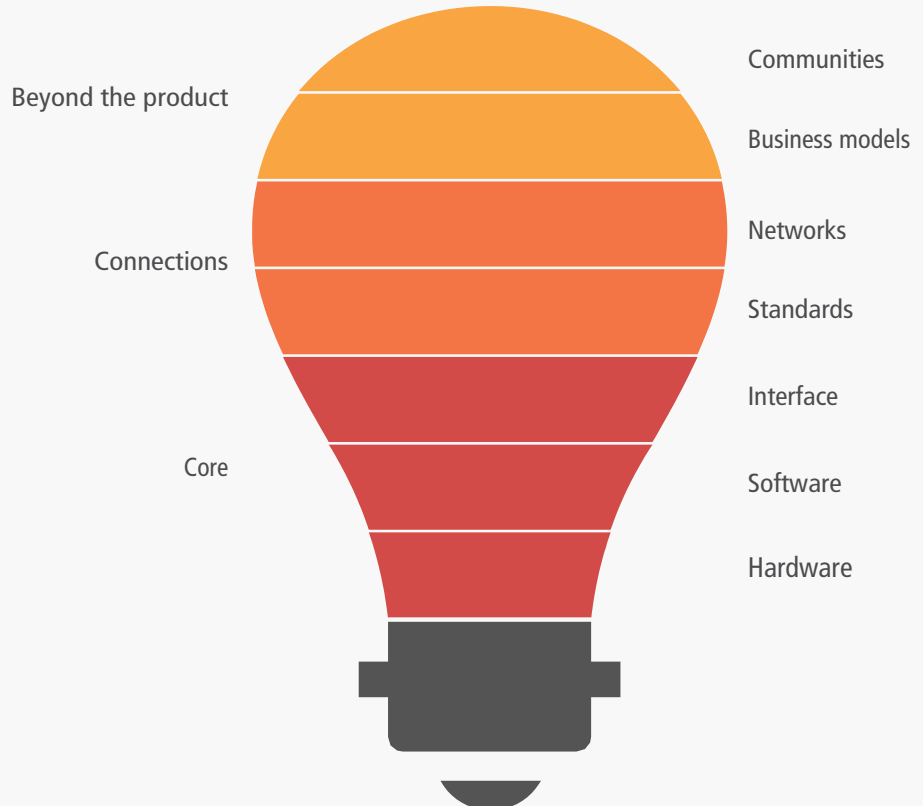
Is the ecosystem ready for personalized shopping?

Connected retail has the potential to personalize the shopping experience, but adoption will require the willing participation of retailers, device makers, manufacturers and, of course, shoppers themselves. Each party will need to find incremental advantage to embrace the innovation.

The importance of an incremental view

In a complex ecosystem like mass retail, many parties have the capacity to block innovation. Therefore, innovation happens fastest when it offers incremental benefit to each of the players in the stack, including (in this case) shoppers. Too often, potentially beneficial innovations fail to catch on because their sponsors did not account for another player in the system failing to support them. Examples might include retailers holding back from investing in mobile wallet readers and

The Innovation Stack maps the full ecosystem a technology needs to succeed



U.S. cable TV operators not releasing their content to innovative TV interfaces. Planning for innovation should include a precise understanding of what incremental gain looks like for each player in order to overcome these barriers.

It is important to note that the incremental impact of technology isn't always positive. Often, it's nothing more than the absence of loss, especially in rapidly-changing markets. In other words, the repercussions of *failing* to adopt a given innovation can be dire. For example, if retailers requested all toothpaste manufacturers to add RFID identification tags to their packaging, a given toothpaste manufacturer must weigh not only the positives to be gained by implementing the technology, but also the negatives that could result from opting *not* to implement it. What if competing toothpaste manufacturers implement the technology? Might the decision not to follow suit drive customers or partners toward those competitors instead? In the connected world, innovation is often required just to keep up.

The trajectory of innovation

Because ecosystems have so many moving parts, a stack-based analysis must be a living document. It must capture the trajectory of innovation, which is rarely a big bang moment of disruption, but rather an evolutionary process wherein the new technology grows in alignment with the environment into which it is being deployed. Most technologies grow iteratively. The most successful innovators are those who read the process and then position themselves to benefit from where the technology is heading. ▽

Lynne Thomson specializes in advising technology clients on new product development and consults with clients in other industries on how to leverage technology for competitive advantage. Lynne has a Ph.D. in Communication from Northwestern University, an MBA from Tulane University, and a BA from the University of North Carolina at Chapel Hill. Get in touch via enquiries@tnsglobal.com or via Twitter @tns_global.

5 Tips to Build a Brand in 2015

By Owen Shapiro

For the past 70 years, business branding has been largely guided by principles developed in the 1950s and 1960s, when there were only three television networks, messaging through advertising was easy to control, and information flowed from a few “trusted” news sources to millions of people. This one-to-many model of information flow has been upended since the advent of the Internet and social media.

Now, information flows in millions of different directions at once – to, from, and by people all over the globe – in an all-to-all free-for-all for eyeballs and market share. Some of the well-established rules of branding still apply in this new, hyper-connected environment, but building and differentiating a brand is harder than ever. In the coming year, this global technological connectedness will reach an unprecedented level. The old rules don’t apply in this world. New rules must be developed. Here are a few to start with:

Be Worthy of Your Customer’s Trust

At its core, effective branding is about a consistent connection between a company, its products, and its promise to customers. No matter what physical product or service you sell, your true product is trust. On the Internet, trust in a brand can be destroyed in an instant. The good news for serious brands is that, because the Internet is so full of scams, half-truths and outright lies, people will continue to look to brands as a trusted resource. Earn their trust, then work every day, as hard as you can, to keep it.

The good news for serious brands is that, because the Internet is so full of scams, half-truths, and outright lies, people will continue to look to brands as a trusted resource.

Don’t Just Avoid Evil – Do Good

Google’s infamous tag line “Don’t be evil” is not the same thing as “Do good,” and the latter is a much better motto to follow. Young people, particularly Millennials and the generation after them (Digital Natives), like their consumption to reflect their values. More often than not, they make buying decisions based on what certain brands stand for, whether it’s environmental friendliness (Prius), fair-wage pay (Costco),

LGBT equality (Kellogg), or sustainable energy (3M). Spin will only get you so far, however. At some point, it has to be backed up by honest, well-intentioned action. The world is full of cheaters and liars; don’t be one of them.

Fewer Memes, More Me

Because messaging can no longer be controlled by the messenger, brands have had to figure out how to get customers themselves to spread the word. One of the most effective ways to do this is through a “meme” that grabs people’s imagination and goes viral, such as the Ice Bucket Challenge. Modern marketers spend a great deal of time trying to figure out how to create successful memes. Some work, but most don’t because memes are supposed to be spontaneous and unpredictable. So-called meme-marketing is still in its infancy, but it is already giving way to a more me-oriented form of messaging – the sort of super-targeted, hyper-personalized messaging that is becoming possible with the convergence of Big Data, artificial intelligence and ubiquitous mobile and personal devices of all kinds. There will always be a place on the Internet for absurd humor, but Big Data allows companies to understand and connect with each individual customer in ever more intimate ways. In turn, each of those customers has unprecedented control over the messages they receive. Memes may work for a long time to come, but more “me” is what people really want. Learn how to give it to them.

Mememes may work for a long time to come, but more ‘me’ is what people really want.

Comfort the Afflicted

The speed of technological and cultural change that people are experiencing today isn’t just mind-boggling, it’s disorienting and, for some people, quite scary. The world they used to know is disappearing and the world that is replacing it isn’t always

reassuring. Time-tested brands can often serve as psychological anchors in turbulent times. People are creatures of habit and they seek out comfort, particularly when they are uncomfortable. Brands that can provide that comfort (Campbell’s, L.L. Bean) or serve as signposts to a better future (Charles Schwab, Apple) will continue to attract loyal customers even as the retail marketplace continues to fragment and choices multiply. Sometimes, the tried and true is the *only* thing people will try.

Time-tested brands can often serve as psychological anchors in turbulent times.

Share, Don’t Sell

All social media platforms in existence today rely upon one basic principle: people like to share. Brands, too, can benefit from sharing, but many are still too focused on selling. Sharing, for brands, means connecting customers with information, ideas and resources that can help customers improve their lives. The “selling” is done by associating the brand with related networks of information that may or may not have much to do with the brand’s products. The term of art for this approach is “curated content,” but it’s really about offering help to people in ways that don’t feel like direct sales pitches...because they aren’t. They’re just useful pieces of information that you gave them, with no strings attached. And for that, they will remember you, all the way into 2016.

Brands, too, can benefit from sharing, but many are still too focused on selling

Five Revolutions That Will Shape the Future of Marketing

The market is full of trendy terms – Big Data, the Internet of Things, Digital

Natives, Globalization, Social Media, etc. – that attempt to describe the complex technological and social changes that the world is currently experiencing. However, there is a danger in reducing complex social dynamics down to a few catchy buzzwords – trendy terms can act as intellectual shortcuts that fool people into thinking they understand these ideas when they really don't. Yes, everyone knows change is coming, and everyone can see it happening around them. But in the next 20 years, so much change is going to happen so quickly that large portions of the populace are going to have a difficult time keeping up. And it won't just be individuals. Underestimating the speed and impact of these changes will be the downfall of many businesses large and small in the coming years. In a world of constant disruption and uncertainty, however, marketers who truly understand the key forces behind these changes will be in a better position to adapt and survive. Looking ahead, there are several horizon-level revolutions that everyone in marketing should be aware of because they are about to be felt with a force that is difficult to overstate.

In the next 20 years, so much change is going to happen so quickly that large portions of the populace are going to have a difficult time keeping up.

Revolution #1: The End of the Information Age

Many people think we are still in the Information Age, but the truth is that we are leaving the Information Age behind and entering a new stage of human development fueled by global inter-connectedness and rapidly improving technologies of all kinds. The exponential growth and convergence of so many new technologies – combined with a growing population of tech- and media-savvy consumers – will usher in a revolutionary era of social change the likes of which humanity has never seen before. Ever. In the future, companies will need to find ways to protect themselves from the inevitable disruptions that such changes will bring while simultaneously recognizing the advantages and opportunities.

Revolution #2: The Shift From Institutional to Individual

One of the biggest power shifts of the 20th century was the shift from institutional power to individual power, and that isn't going to stop. The Internet empowered

individuals to communicate with anyone in the world, and now populations armed with nothing but cell phones are bringing down entire governments. Furthermore, institutions in all areas of life – education, healthcare, religion, media, business – are being forced to change simply because people now have more ability than ever to organize, mobilize, innovate, disrupt and demand. Brands, too, have gone from being purely institutional inventions to personal expressions of almost every kind. For businesses, continuing empowerment of individual customers means that the dynamics of the business/customer relationship are evolving. Customers will continue to demand more transparency, integrity and responsiveness from those they choose to do business with...and businesses will have little choice but to comply. Smart businesses will initiate the inevitable rather than wait to be pushed.

Revolution #3: Artificial Intelligence Becomes Less...Artificial

Creativity and imagination are often thought of as the one realm that computers can never conquer because the inner workings of the mind are what make humans unique. But it is already possible to control a computer with our thoughts alone, and commercials for IBM's Watson computer are now touting its ability to generate new ideas using data to spark creative inspiration, helping chefs develop original new recipes, for instance. As artificial intelligence continues to evolve and improve – powered by the combination of Big Data, the Internet of Things, and always-connected devices tied to people's location and activities (e.g., the Apple Watch) – it will begin to behave more and more like a giant alternative brain, one that rivals and surpasses humans in many ways. Machines already do most jobs that involve repetitive motion. When machines start replacing people who use their imagination for a living – writers, designers, architects, engineers, teachers, etc. – they won't just be taking better jobs, they'll be challenging what it means to be human. This shift will create a great deal of psychological stress for people with actual brains, generating a massive need for goods and services that will help them adjust to this strange new reality. Brands that can help people ride the wave of change to a brighter future, or help people to cope and adapt, will be in high demand...as will brands that affirm human values and identity.

Revolution #4: Rise of the Digital Natives

Much has been written about the impact of Millennials (those born between 1981

and 1997) on the workforce, but the next wave of workers and consumers entering the workforce will be the Digital Natives (those born after 1997). Digital Natives are the first generation in human history to be born into the world of hyper-connected information overload. However, since they've been connected since birth, Digital Natives do not experience the flood of information hurling at them as anything more than just "the way things are" and, for them, the way things always have been. At the moment, Millennials are assuming positions of power in all walks of life and their impact on marketing – in the use of viral memes, infotainment, social media, spheres of influence, cross-platform content, etc. – has been profound. But when Digital Natives start adding their ideas and influence into the mix, the pace of change will accelerate even faster. This acceleration will feel to older generations like constant chaos and disruption, but to Digital Natives it will simply be business as usual – the way things ought to be.

Revolution #5: From Selling to Sharing

Since Millennials and Digital Natives have been aggressively marketed to their entire lives, they are also extremely savvy about the media they consume. Direct, blatant pitches don't work on them. They hate being sold to and commercials are just the things you fast-forward through to get back to the program. Also, since they are wary of institutions, they are much more likely to trust the opinion of a friend than anyone else, hence the rise of social media as a powerful marketing tool. In the future, selling is going to be less about persuasion and more about participation. Brands that position themselves as a trusted "friend" have a much better chance of succeeding in this environment. That's not a new idea; the key is truly being worthy of the customer's trust. For example, Whole Foods knows that its customers care about the ecological, political and social impact of the food they consume. To help make that information more readily available to its customers, the company is investing in IT infrastructure to support its vision of total product transparency, a move it hopes will inspire the sort of trust and loyalty all companies are looking for in the 21st century. ▼

Owen Shapiro is the author of *Brand Shift: The Future of Brands and Marketing*. He is a market researcher, strategist and speaker and spent more than 30 years in customer insights and market strategy. He has a career-long interest in helping launch innovative start-up companies, several of which have become well-known brands, including Staples, PetSmart, Sports Authority, Ulta and Five Below.

Market Research...Formal Listening

by Barbara Gassaway

As opportunities for discovery are continuous, I remind us of market research's fundamental task: listening!

Whether in focus groups or IDIs, surveys or bulletin boards, ethnographies or shop-alongs, mobile or social media research, insights emerge through *listening*. Effective listening skills are as important for clients as they are for researchers. Those closest to and ultimately responsible for objectives can experience profound insights through active listening.

As active, engaged, participatory listening lives at the core of effective data, it is a behavior we often take for granted in the research process. Active listening is intentional, requires resilience, and is participatory beyond our own egos. As selflessness is an active listening requirement, we must be aware of common distractions. Every human has personal biases, specific agendas and other noise that distract us from purpose. To fully participate in active listening, we have to remove prejudices, ignore judgments and be conscious of and dismiss innate desires to affirm our own biases. Active listening necessitates an abandonment of self and an openness to be affected by another's experiences and point of reference.

An active listener pays attention to cues such as voice pitch, tone and emphasis. It goes beyond one's ear and encompasses all of the senses, most importantly eyes. Active listening involves visual interpretation of nonverbal signals: posture, body language, facial expressions and gestures. The result of listening actively is an engagement of our emotions to the sharing person's feelings expressed through words. Active listeners will comprehend contextual position within feelings and priorities, including conviction, strength of influence, ease or anguish in how words are used and delivered.

Beyond sound, active listening includes utility of all senses, especially sight. Attention to body language provides insight to how a person feels despite their verbal responses. Recognizing when body language conflicts with what is verbally expressed presents unique opportunities to understand emotions that are not obvious to the communicator. These opportunities are often a gateway where golden nuggets of understanding behavior can be discovered. Body language that conflicts with words can be slight or quite obvious. The interpretation of body language is as critical as identifying conflicts. Specific nonverbal behaviors

include posture, facial expressions, head and limb placement, movement and gestures. Although a significant aspect of interpreting nonverbal behavior is intuitive, there is a plethora of data supporting common interpretation of behavior during communication.

Great researchers have to practice the skill of active listening. There are many active listening tips, but the three most important are:

1. **UPR/Unconditional Positive Regard.** This is the act of staying neutral in response to all comments and reactions, that is, being free of judgment toward a person or their opinions. Acknowledging their sharing of thoughts or feelings as fact, honoring the fact and allowing it to be available without judgment will foster their comfort and ease. This UPR environment fosters trust and, accordingly, propels relational sharing of deeper emotions without hesitation.

Taking time to realize and privately express your own biases toward a topic, audience or experience can prepare you for UPR. Once you understand those feelings which you need to abandon for the sake of discovery, you can plan to ignore your own reactions when they arise in the moment.

An important behavior of UPR for in-person research involves maintaining a neutral physical reaction. A smirk, raised eyebrow or look of discomfort is as loud as verbal reprimand. Practice makes perfect! Once you realize that the investment of neutrality yields unique, uninhibited openness, practice becomes worthy of your time.

2. **Live with the silence.** Many of us human beings tend to feel uncomfortable with silence in the presence of others. We are impatient, can become anxious about pending responses or feel compelled to move conversations along. As such, our default reaction is to fill silence with words or noise.

Once a question is posed, force yourself to live with the silence! Do not display discomfort, but realize that this silence *is* golden!

Pondering is a positive sign and provides opportunity for genuine recognition and an ability to accurately express one's thoughts and feelings. Silence is often an *indication of processing information* and said processing

yields deeper insights. In research, top-of-mind is often reactive. Allow time and opportunity for wonder, consideration and contemplation. If you establish an example in support of pondering (prospecting thoughts and feelings), others quickly become conditioned, which enriches the process and produces deeper insights and, sometimes, profound discoveries.

View silence as positive. Silence is highly creative and necessary for valuable reflection and meaningful interaction.

3. **Empathy.** This experience goes well beyond verbal acknowledgement, eye contact or understanding. To practice empathy, one takes on another's plight, situation and feelings. Intentionally placing yourself within the situation enhances the ability to comprehend their emotive reactions, experience their path as your own and genuinely adopt their feelings. Current research identifies two types of empathy: affective and cognitive¹. *Affective empathy* refers to the feelings one experiences *in response to others' emotions*. Affective empathy is passive and, although it can aid in active listening, it lacks an ability to enhance the extension of the expresser's experience to the listener. *Cognitive empathy*, also referred to as *perspective taking*, is more effective at inducing deep comprehension. Cognitive empathy refers to a human's ability to *identify and truly understand other peoples' emotions*.

Empathy for research discovery involves the act of putting yourself in others' shoes. This fosters companion actualization which then creates a comfortable place for the other person to open up, allowing us to dig deeper.

As stated, selflessness is an active listening requirement and vital to practicing cognitive empathy. Removing personal biases and distractions are exercises we must perform before we can practice empathy. Abandoning biases is easier than you might believe, especially when the intent is to better understand another. Honesty and reflection are required as well as privately documenting your sincere feelings. For example, if a traditional family believes that women should do all household chores and

1 <http://greatergood.berkeley.edu>

4 Top Leadership Myths

By Roxi Bahar Hewertson



1. If you are a star performer in your field or discipline, you will surely be a star leader of others.

From the day we were born, all the applause has been about “what I have done well,” not “what we have done well.” The exception is teamwork within or outside our family. The skills, attributes and even motivations required to be a successful individual contributor are entirely opposite from those required to lead people successfully. Consider this: if the roles and skills weren’t so opposite, it would be a walk in the park for someone to move seamlessly from being a great violin player to being a great conductor. Leading others is an emotional and intellectual seismic shift that will quickly separate effective leaders from ineffective ones. Making the transition from being an individual contributor to being a leader can seem as difficult as swimming from New York to London alone, without a life jacket.

2. Emotions should be left outside the workplace

Leading people is messy! People are, and will always be, unpredictable. Each person is unique, and that means leading people is complex, fun, interesting, frustrating, and yes, messy. Life happens, and it’s full of triumphs and tragedies, any of which can happen to any of us at any time. We can’t predict surprises! Leaders have to be ready for just about anything and everything. Like it or not, every person brings their emotions to work. People are 24-hour thinking, feeling creatures. They can and often do behave differently from our preconceived

Leading others is an emotional and intellectual seismic shift that will quickly separate effective leaders from ineffective ones.

perceptions or assumptions about them. Our values drive our decisions, generating emotions that often show up in our behaviors. It’s a knee bone connected to thigh bone kind of thing! Emotions are contagious – we catch flyby emotions more quickly than we catch a cold. We can’t keep emotions out of the workplace. Besides, we want people to feel when it suits us, right? We want them to be loyal, grateful, ethical, engaged, and kind to the people they work with and for. It’s just the inconvenient feelings that we would like people to leave at the door. But it doesn’t work that way. We all bring our 24-hour, lifelong selves into work, like it or not.

3. The best way to make changes is from the top and expect your people to get on board.

The painful truth is that change efforts fail in every organization about 70 percent of the time and, for some, that’s on a good day. The status quo has a powerful, almost surreal stranglehold on people and organizations. We think and say that we are open to new ideas and changes, but it’s often not true. And the number one reason change efforts fail is because

people resist them. That’s because our life experiences have shown us that too many people with authority over our work lives make lousy decisions based on lousy information ending up with lousy results.

4. Being really smart or well-educated is all that really matters.

Not even close. It is not enough to be really, really, smart. Emotional intelligence matters a heck of a lot – more even than IQ, particularly if you want to have healthy and productive relationships. Bad and ineffective leaders can create a lot of damage. Good and effective leaders can accomplish incredible feats with their followers. If no one is following you, you aren’t leading! You can manage all kinds of tasks that might involve schedules, money, projects, budgets and so on, and yet everything you do with your staff and other stakeholders involves relationships. How well those relationships work has a lot to do with how much TRUST is at the center of them and that has everything to do with EQ, not IQ. ▼

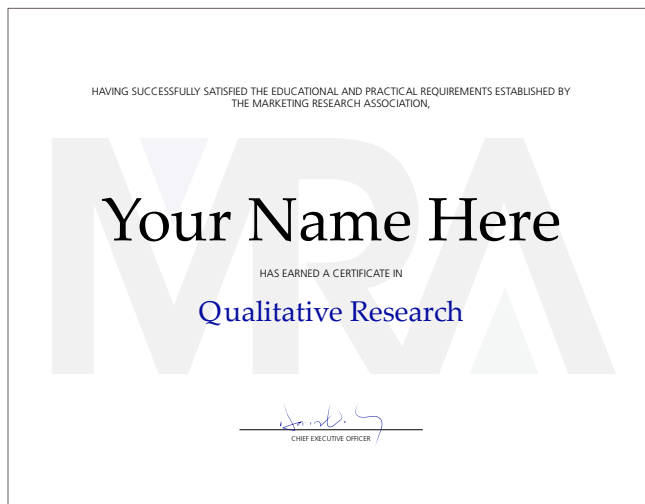
Leadership authority **Roxi Bahar Hewertson**, CEO of Highland Consulting Group, Inc. and AskRoxi.com, brings over three decades of practical experience in the worlds of business, higher education and non-profits. Roxi authored *Lead Like it Matters...Because it Does* (McGraw-Hill October 2014) (www.tinyurl.com/leadlikeitmatters), which provides leaders with a step-by-step roadmap and practical tools to achieve great results.

You can earn an MRA Certificate in Qual or Quant Research

Credentials help advance your marketing research career! MRA Certificate holders demonstrate to clients, management and the profession an advanced level of expertise and dedication. MRA has approved two Certificates in a new series provided by Research Rockstar. These live, online, interactive, instructor-led classes are fun and fast-paced. They take place in a virtual classroom, so no travel required! Classes are recorded and available for review for sixty days.



- Live, expert instructors
- Interactive format, real-time Q&A, retention-enhancing exercises, printable workbooks
- All live sessions fully recorded for student playback
- Lots of peer interaction
- No travel aggravation



The MRA Certificate in Qualitative Research Principles is available through the completion of the following online courses:

Managing Focus Groups

- Learn how to manage a focus group project. Students learn the process of planning and managing a focus group project step-by-step.

Writing Qualitative Research Reports

- The options for analyzing and reporting qualitative research results are taught here in a fun, practical way. Students learn how to analyze qualitative information in order to address project objectives, and how to report the findings using various text, visual display and multimedia approaches.

Conducting Research Interviews

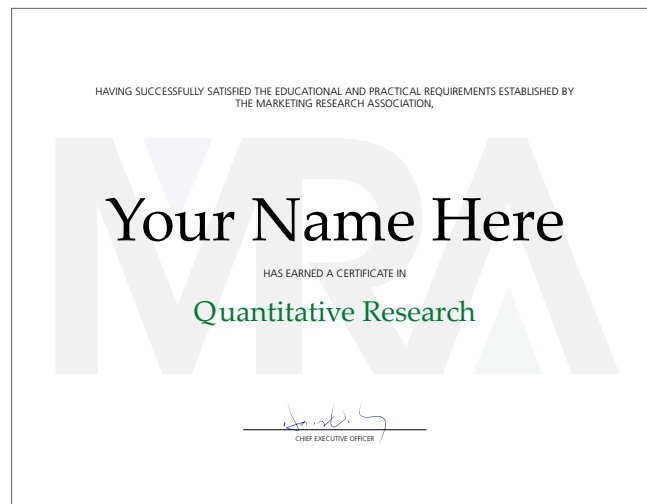
- Students learn how to design an interview guide, conduct interviews, and efficient ways to identify key results.
- B2B and consumer research examples included.

Introduction to Ethnography

- Anthropology meets market research in this fast-paced, crash-course on ethnography. Ethnography has been a niche market research methodology for decades, but with the recent increase in observational methods overall, its practice is rising. Learn important concepts that will help decide when to use ethnography and how to plan a project.

Social Media Meets Market Research

- Learn the basics of how social media can be used as a market research resource. Get a practical perspective on how to use social media in market research projects through this introduction to social media monitoring, social sample sources and more.



The MRA Certificate in Quantitative Research Principles is available through the completion of the following online courses:

10-point Checklist for Questionnaire Design

- Planning to run a survey project, but don't know where to start? Learn to manage the process from beginning to end, including tips for pre-testing and how to avoid common mistakes in survey research.

Questionnaire Design 201: Scale Section

- Survey designers quickly learn that scale choices are a critical part of the process. The choice, wording and formatting of different scales can have a huge impact on a project's success. Learn various ranking and rating scales, including Likert, semantic differential, constant sum, and more.

Intro to Quantitative Data Analysis

- Learn the basics of quantitative analysis in a fun and practical way through examples, exercises and real-time demonstrations. This class is ideal for those new to quantitative data analysis: No previous background in statistics is required.

Intro to SPSS

- An introductory class for absolute beginners taught in a virtual classroom. If you have never touched SPSS before, you can get started with this brand NEW step-by-step course. The course starts with the very basics of importing and formatting data, and concludes with conducting and reading crosstabs with significance testing.

Introduction to Conjoint Analysis

- What is conjoint analysis? Students learn basic concepts and usage scenarios. Learn how to consider and discuss conjoint analysis and MaxDiff with confidence. Designed for project managers; this class does not include programming.

To register or for more information visit:

training.researchrockstar.com/collections/mra-certificates
508.691.6004 Ext. 701

Why Ads Should Name Brands “Early and Often”: It’s Not What You Think

By Joel Weinberger



While back, an *Adweek* column (“Why Does Your Brand Wait Until :29 to Show Up in Your Ad,” July 15, 2014¹) bemoaned the absence of brand names from the first 29 seconds of many 30-second ads. It advised introducing the brand earlier and mentioning it more often. The author argued that people forget the name of the product/brand when this is not done, how critically important recall is, and that, without it, an ad cannot be effective.

This point of view is not unique – the belief that recall is a powerful predictive measure is common in marketing and advertising. It has the advantage of seeming obvious. Surely an ad that you do not recall cannot be effective and, the better you recall it, the more you have processed its message. Extrapolating to a brand name, if you cannot recall the brand being advertised, how effective can the ad be? As sometimes happens with obvious and common sense wisdom, this turns out to

be misguided. Recall is not all that it is cracked up to be. In fact, there are far more powerful metrics available which modern cognitive and psychological science has had available for decades. More controversial is the idea of product placement. Some think it effective; others do not. After all, people may not realize that the product is there. Additionally, as the author of the *Adweek* piece argued, such placement lacks class. It is “cheesy.”

Let me unpack the arguments. The idea that repetition is valuable and predictive of ad effectiveness is correct, but not for the obvious, commonsense reason of recall. Thus, the author of the *Adweek* piece offered the right advice but did so for the wrong reasons. He, and most other marketers, made two serious mistakes. First is the assumption that brand recall is key to purchase. That is, you are more likely to purchase a product if you remember the message and relate it to the product. Second is the notion that product placement in a show is ineffective because it is “cheesy.” In this case, the idea is that the consumer, far from being impressed or moved by seeing

the product, will consider placement to be a cynical and transparent ploy. The product placement will then backfire. As I stated above, both of these arguments are wrong. This is not simply my opinion. A great deal of research strongly supports my position and strongly belies both the *Adweek* author’s argument and the accepted wisdom of advertising.

Problems with Conscious Recall

Let me begin by explaining why these “common sense” notions are mistakes. To begin with, conscious recall is not proof that an ad is effective. Remembering an ad does not increase the likelihood that the consumer will purchase the product. This truism of advertising is simply not true. But there is more to it than that. It is worse than simply untrue. Not only does recall not necessarily predict purchase; it is also often the case that *lack of conscious recall* can predict purchase. Although this notion flies in the face of common sense, it is nonetheless the case that *not realizing that something was presented* can be more effective than explicit recognition. Decades of empirical research support this idea.

¹ <http://www.adweek.com/news/advertising-branding/why-does-your-brand-wait-until-29-show-your-30-158877>

There is a well-established phenomenon in psychology called “the mere exposure effect.” Literally hundreds of studies, going all the way back to the 1970s, clearly show that, the more often something is presented to people, the more they tend to like it (within limits and certain technicalities). The reason is that, the more often something is presented, the easier it becomes to mentally process it or, in the terminology of the science, the more “fluent” it becomes. People like fluency; they like easier and quicker processing. As the late, eminent social psychologist Robert Zajonc put it: “familiarity breeds content.” So, in that regard, both the *Adweek* author and conventional wisdom are correct: multiple presentations of a brand or product will lead to better results. The writer was right about repetition, but not for the reasons that he or common sense would supply. Repetition is not effective because of better recall. Recall has nothing to do with it. Repetition is effective because of the greater fluency it engenders. It is effective because of the mere exposure effect.

Maximizing the Effects of Mere Exposure

Now it gets really counterintuitive. Here is where the science flatly contradicts what most marketers and advertisers believe. The mere exposure effect is stronger if the consumer is not aware of the stimulus or experience being repeated. To make this clear, repetition results in greater liking whether or not the consumer is aware of the repeated experience. But it results in the greatest liking when the consumer is *not* aware of the experience. This phenomenon was clearly shown in a statistical review of studies (called a meta-analysis) conducted by the psychologist Robert Bornstein back in 1989. Applying this conclusion to advertising and marketing, the mere exposure effect is stronger when the consumer remains unaware that the brand or product has been repeated.

So, not only is conscious recall not a valid measure of ad effectiveness, it may actually be negatively related to effectiveness. This also explains why product placement works and works best when it is subtle. (Those who think that product placement is ineffective are simply flat out wrong. Effects can vary but the phenomenon is rock solid.) The consumer is most affected when the

product is part of the show or movie and the consumer does not realize that the placement is purposeful. That is, it works best when it flows and fits into the program. An almost legendary example of perfect product placement was the use of the then relatively unknown Reese’s Pieces in *E.T.* Sales skyrocketed. The makers of M&M’s turned down the opportunity. Perhaps they thought it would be “cheesy.”

Remembering an ad does not increase the likelihood that the consumer will purchase the product This truism of advertising is simply not true.

Why does this happen? How can we like things better when we *do not* realize that we have seen them? Professor Bornstein explains that, when we are aware, we are better able to discount the effects of mere exposure because we often know what is going on. We can override our natural tendency to like the object more and attribute fluency to familiarity rather than liking. When we are not aware, we cannot discount or override the effects; we simply experience greater fluency, which results in greater liking. We do not know that fluency is operating. We only experience a positive emotional reaction. Mere exposure works in both instances (conscious and unconscious). But it works better in the case where we cannot discount and are unlikely to override the effects and that is most likely when awareness is lacking. So the nature of product placement can affect the strength of its effect. In that sense, “cheesy” is not as good as smooth.

How Can We Know Whether and How Strongly the Mere Exposure Effect is Operating in Our Ads?

This leads to a measurement problem. How shall we determine effectiveness? If recall is not the best metric, then what is? We can’t ask consumers to tell us about fluency because their conscious responses will not capture the process. Further, the mere exposure effect works best when the stimulus is outside of awareness. It would be fruitless to ask consumers about something on which they cannot consciously report.

However, there are two scalable ways to conduct research and get the answers we need. In both, we begin by showing the ad to a relevant sample. In one method, we then present the brand or product too

quickly to be processed consciously but slowly enough to be processed emotionally. Then we measure the emotion generated. Briefly, the emotional part of our brain responds more quickly than does the more cognitive, conscious part of our brain. So if we present a brand or product slowly enough to be emotionally processed but too quickly to be cognitively recognized, we have experimentally created perfect conditions for an out-of-awareness mere exposure effect.

The second method employs reaction time technology to examine attention to attributes or associates of the brand or product. Again, briefly, research has shown that the mind is drawn to whatever in the environment resonates with the consumer’s current concerns or state of mind. They “capture” our attention. This effect can be measured by how quickly consumers are oriented to a product attribute or how easily they are distracted by that attribute after seeing an ad. The specifics of both of these methodologies are technical and beyond the scope of this column but they have been empirically supported by a slew of studies and they work³. Further, studies employing these methodologies can be conducted online, with large numbers of consumers, making it possible to examine the outcomes for different segments of the population. Such studies are practical and scalable.

To Summarize

The mere exposure effect shows that repetition of an experience (e.g., ad, brand or product) increases liking and preference for that experience. This effect is stronger when the experience occurs outside of conscious awareness. Thus, two conclusions for marketers: first, recall is not an optimal measure of an ad’s effectiveness and, second, product placement is likely to be effective, especially when it is done subtly. Further, repetition of a brand or product in an ad is a powerful strategy, not because it increases recall, but because it increases the fluency that underlies the mere exposure effect. And fluency leads to liking. Finally, ads can be scalably assessed for how well they leverage the mere exposure effect through reaction time and rapid presentation methodologies. ▼

Joel Weinberger, Ph.D., is a founding partner of Implicit Strategies, practicing clinical, personality and motivation psychologist, and Professor at the Derner Institute for Advanced Psychological Studies at Adelphi University in New York. He received the Ulf Kragh Award from the University of Lundh in Sweden for his work on unconscious processes.

³ <http://www.implicitstrategies.com/>

² Stimulus recognition and the mere exposure effect.

Bornstein, Robert F.; D’Agostino, Paul R. *Journal of Personality and Social Psychology*, Vol 63(4), Oct 1992, 545-552. <http://dx.doi.org/10.1037/0022-3514.63.4.545>

No More Clark Kents

By Betty Adamou



It's obvious that people like other people with a little personality. They like speaking to people who are interesting and they like doing business with interesting people, too. But interesting doesn't necessarily mean perfect; it can also mean that your personality is a little bit weird, quirky or even, dare I say, unconventional...and that's okay. Some of my favorite people in the world are a little bit strange.

Too often I meet people in market research who have a whole other life outside the office but are very apprehensive and extremely conscious of showing this other side of their personality. I see them, standing on stage,

delivering speeches at a conference, but then they tell me *"that's not really the REAL me, you know."* They admit their "work selves" (where they spend a huge proportion of their lives) are just a facade. How tiring for them, I think.

When I ask them what they mean, they tell me it's a mix of things: they don't "dress like that normally" or even that their passions lie so far away from market research, it sort of makes you wonder how they got into the field in the first place!

There have been times, especially in the early days of my research career, that I also wore camouflage to work. This is not to say that I, or the researchers I've met who have outside passions, are some kind of you-need-to-be-locked-up style deviants in real life. They're just normal people with interests outside their research job who feel like they can't show their real personality or interests at work.

But the interesting thing is that *most people* I meet in market research feel this way. Some researchers have hobbies like drawing, playing the guitar or singing (or in some cases, all three). Others take their hobby a whole level further, actually using their hobby to earn extra money and compete for titles. For example, an old colleague of mine still competes in horse races and dressage. Another researcher lives a double life as a ghost hunter. And others, perhaps more famously, play the ukulele and write for music publications. I really enjoy seeing the other side of all those people. It helps me to better understand how they're wired.

It's strange that some feel more comfortable than others bringing their "real selves" into work. In fact, one researcher I spoke to in the last couple of weeks opened up about his other life as a type of artist. I was shocked and struggled to imagine it until he was kind enough to send a photograph as evidence of his brilliant and fun work.

When I opened my email and marveled at the picture he sent, I smiled, but felt immediately a bit sad. After all, no one tells us to censor who we are, do they? Yet this multi-talented person felt he had to hide. He told me his "secret" like it was something bad, but something delicious to relish as well (he couldn't help but grin as he told me about his artistic work). I know he wouldn't have told me about his hobby unless he felt really comfortable. As he first started to tell his story, he was trepidatious, but then became more animated as the story continued, and he could see I was interested rather than, perhaps as he thought I might be, weirded out. I'm sure you have had some people open up to you like this too.

When I have personally felt like I had to rein myself in, I realized it was just that – a feeling. No one specifically told me to do so. And similarly, no one had told this artist/researcher that he should ever have to censor himself. As he and many others have told me their "real me" stories, their faces light up. Their personalities shine through. I think *"I want to talk to them again," "I'd love to work with them,"* and even *"I'd like*

to be friends with that person and maybe visit them one day." This happens before the researcher realizes (or believes) they've said too much and begins to withdraw once more.

Luckily, I reckon I'm pretty good at helping people feel comfortable in their own skin. So, I've been privileged to have peoples' lives and stories shared with me – not just their hobbies and "second lives," but that crazy thing their kid did today, or that their parents aren't well right now, or that they loved a particular place on the east coast of South America and I should go there one day.

Life is too short to go to work every day as Clark Kent.



It's only in being our true selves that we can unleash our creativity and build better workplaces, relationships and businesses.

In turn, I feel more comfortable opening up, too; I got married a few months ago, I'm worried about my dad, and I wasn't bothered by the World Cup (shocker!).

Life is too short to go to work every day as Clark Kent. It's too exhausting, too cumbersome and sometimes, a bit boring. What's better than showing all your Superman or Superwoman *all the time*, if that's who you are inside? Your super "real side" is so much better than a separate "work me" or even a "fake me" you might have manufactured, a real side that you never unleash and instead always censor.

In my experience, those Clark Kent types who spent years censoring themselves always show their true selves in the end. And it's only in being our true selves that we can unleash our creativity and build better workplaces, relationships and businesses.

Some of the people I admire the most (in and outside of MR) are the most I-know-who-I-am-and-I'm-comfortable-in-my-own-skin people I've ever met. They might not be millionaires, but they work in environments where they are respected, where people know who they really are and what to expect from them.

So any Clark Kents reading this today – don't be afraid of sharing your passions and your hobbies and your true self. Even if what you're passionate about is completely unrelated to MR, you might be surprised how your interests can cross over with your day-to-day work and the kind of opportunities that can present themselves if you express your other interests. A quick case in point: A researcher I know loves to draw and is a self-taught graphic designer. The company she worked at then started to make more interesting graphical interfaces for surveys so she found herself making icons and other graphics for her work over weekends and evenings, and loved it.

The message is to open up a little more. You will be liked by those open-minded enough to know that even if you are a dog-trainer on the weekends, you can still do a brilliant job as a researcher from 9 a.m. to 5 p.m. (or, more realistically, 7 a.m. to 8 p.m.).

You might meet one or two people who don't "get you," but that's alright. You really don't want to work with people who judge you. If you open up about your outside passions and hobbies and stop censoring who you really are, you'll find others open up to you, too, which can only be a good thing. How amazing would it be if five people in the office ended up sharing their musical interests and found some way to incorporate that into their work? Or their artistic talents? Or, in my case, their love for games?

Metaphorically speaking, it would be great if more people could whip off their glasses and Clark Kent suits and let their Super-side fly. You are doing a disservice to other people and yourself when going to work in disguise. And if you are the person lucky enough to have someone open up to you, then listen, embrace and enjoy. ▼

Betty Adamou is a ResearchGame™ designer and the CEO and founder of Research Through Gaming. Betty is a frequent conference speaker and writer, and occasional university lecturer. As of 2014, she is also a Ph.D. student studying ResearchGames and participant engagement.

Survey Invites, Survey Introductions and Interest Bias: Risks and Recommendations

By Pete Cape

As researchers, we tend to think about our project and our project alone: When will the invitations be sent out? When will the respondents respond? We might wonder if our survey is attractive enough compared to other things the respondent might be doing, but we don't often think about how our survey is competing for the attention of the panelist, competing with all the other survey opportunities they might have.

And plenty of opportunities they have, whether from a single panel sending multiple invitations per day (or invitations stacking up one per day) or from the multiple panels to which they belong. They can't do them all, so how do they choose?

Since we are, surprisingly perhaps, not the best judges of human nature, many researchers would suggest that either the shorter surveys or those with the highest rewards would most likely be chosen. However, experiments show only a small correlation between rewards and response and an even smaller one between interview length and response. When we consider why people do research and the realities of the research process, a different means of choosing emerges.

Most panelists want to share their opinion; they like giving their opinions and filling out surveys. Market researchers find this behavior strange, but that's another story. Most survey-taking opportunities do not lead to a survey, but to a screen-out or a quota full. The screen-out or quota full is accompanied by an unpleasant message but, again, that's a story for another time. Your 5 percent incidence study means that 19 people don't get to take a survey for each lucky respondent who does. So how can the respondent increase their chances of qualification? First, they can think about which surveys they are likely to qualify for. And if there is a choice of qualifying surveys, why not pick the one with the subject they are most interested in? And where can they get this information? The invitation to the study and the introduction to the survey.

To examine the potential impact of these behaviors, we devised an experiment. One test group were given a survey having no idea of the subject matter. They were not specifically invited to it, but came to it via our router; the survey was introduced as being "on a number of different topics." This we call the Control group. Other

groups of respondents were directed, again via the router, to surveys that stated the subject matter either specifically (e.g., Dogs) or generally (e.g., Pets). This we call the Intro groups. A final group of respondents were sent an email invitation that either stated the subject specifically (e.g., Dogs) or generally (e.g., Pets). These we call the Invite groups.

Three topic areas were covered: Dogs/Pets, Cars/Sports, and Football/Sports.

We might think it's in our interest to encourage higher response rates by mentioning the subject, but we do so at the risk of encouraging participation from those with too much interest in the subject

What did we find? First, we have the issue of qualification. Respondents did not need to own a pet or dog to qualify for the study, it was just *about* dogs. The results for dog ownership, however, are illuminating. In the Control group, a little over 4 in 10 respondents told us they owned a dog. In both Intro groups (when the survey subject was revealed at the survey introduction), the ownership of dogs was higher, but not statistically significantly so. In the case of the Invite groups, the results are startling. Just over 6 in 10 were dog owners!

On the wider question of pet ownership (not just dogs), the Invite groups also had a higher reading (7 out of 10) compared to the Control group (6 out of 10). In this instance, the Intro groups also showed statistically significant increases in ownership, but we had significant drop-outs between the survey introduction and the first question on the survey. If we assume that these were all non-pet owners, adding them back into the survey brought the ownership numbers into line. This was not the case for the Invite groups, where adding in the drop-outs at the introduction did not correct the data.

And it didn't stop with ownership. We saw differences in the typical second level of qualification for studies – intention to purchase. For this, we looked at non-

owners. Had they owned pets in the past? Significantly more in the Invite samples had owned pets in the past (8 out of 10 versus 5 out of 10 for the Control). Did they intend to get a pet in the future? Indeed, 10 percent of the Control group non-pet owners indicated "yes," while 41 percent of non-pet owners in the Invites study did the same.

The Pets study very clearly showed a qualification bias. The Invites survey was short of people who did not own pets/dogs and did not intend to own one.

For the Interest bias element, we turn to the second of our topics – cars and sports cars. In this category, ownership is very high at 8 out of 10, so we saw no ownership bias in any of the samples. Where we immediately saw differences was in stated interest in the subject matter. Around one-third of the Control sample told us they were interested in cars. This rose to over half with the Invite samples. And it was not just a general interest in cars. When we specifically asked about interest in sports cars, the Control sample dropped to 1 in 5, while the Invites samples remained at half. With the magnitude of these variations, we start to also see real differences in attitudes and behaviors. This could have dire consequences for companies wanting to use research to drive marketing programs.

We tested the statement "Sports cars are attractive to the young at heart." This statement was endorsed by over three-quarters of the sample who knew in advance that the study was about sports cars and by two-thirds of those who knew only that it was about cars. Overwhelming support, one might think, until we see that fewer than a half (only 4 in 10) of those who completed the survey without knowing the subject matter in advance endorsed this statement.

As illustrated, we need to be careful what we give away in advance of administering surveys. We might think it's in our interest to encourage higher response rates by mentioning the subject, but we do so at the risk of encouraging participation from those with too much interest in the subject. ▀

Pete Cape is global knowledge director at Survey Sampling International. He has over 20 years experience in market research and is a frequent speaker at conferences, seminars and training workshops around the globe as well as a regular contributor to research and marketing publications.

A Message From ASDE, Sadly Announcing the Passing of Its Founder

October 14, 2014 – It is with great sorrow that we announce that **Michel Rochon**, founder of ASDE, passed away on Tuesday, October 14, 2014. Michel founded ASDE Survey Sampler, a privately-owned Canadian company, in 1994 after a successful career in politics, education and management. Michel Rochon eased into retirement by 2011 and continued in the role of Honorary Chairman of the Board of Directors of ASDE. He was a devoted member of AAPOR, MRA and MRIA, among other associations and contributor to articles and commentary. Michel was a leader and advocate for change; he supported more transparency, discussing methodologies and the need to respect the respondents. Before there was talk of a DNC list, he instituted one for our industry. Michel Rochon instilled in us the determination to deliver quality work, utmost service priority and undisputed honesty. We count ourselves among the very lucky ones to have known him. To sit and have a conversation with Michel was exciting, challenging and enlightening. He believed in people, young and old. Michel will be greatly missed by his family and friends, including all of us at ASDE.

Directions Research Announces New Hires

August, 2014 – Directions Research, Inc. (DRI) has hired **Kacie Liederbach** as account manager. She joins DRI with four years of experience and, in her new role, will be responsible for research design, client consultation, data analysis, presentation of findings and general client services. **Mike McCormick** has been hired as an account manager, having over 25 years of experience. In his new role, McCormick is responsible for research design, client consultation, data analysis, presentation of findings and general client services.

Gongos, Inc. Appoints New Chief Operating Officer and Vice President, Strategic Branding

August 4, 2014 – **Katherine Ephlin** has been named COO of Gongos, Inc. and will be responsible for overseeing the day-to-day operations for the parent company and its business units (Gongos Research and O2 Integrated). Additionally, she will continue to provide strategic input and direction as a member of Gongos' Enterprise Strategy Team. **Susan Scarlet** was appointed as vice president, strategic branding. Along with this promotion, Scarlet joins the company's Enterprise Strategy Team. Both were hired into Gongos (then Gongos

Research) in 2006 during an inflection point in Gongos' growth related to its market research online community business, among other diversification.

Peter Mayer Announces Six New Hires

August 4, 2014 – Peter Mayer has recently hired six new employees who will add to the organization's capabilities in delivering results for clients locally, regionally and nationally: **Aziz Ali**, senior strategist; **Jesse Delerno**, project manager; **Gabriela Duran**, associate account executive; **Jenn Thrasher**, interactive campaign manager; **Julie Turner**, associate project manager; and **Alexis Vicknair** project manager.

Hall & Partners Strengthening Presence in Tokyo with Team Expansion

August 7, 2014 – Following the recent opening of their Tokyo office, Hall & Partners announced the appointment of **Yukiko Obata** as an account director within the Japan Health Team. With more than 10 years experience in health research, Yukiko possesses advanced knowledge in a wide range of therapeutic areas and brings superior skills in planning, corporate strategy and communication. The Tokyo office, which opened earlier this year, allows Hall & Partners to work more closely with its pharmaceutical clients in Japan and to connect with local communities through deeper cultural understanding.

Directions Research Announces New Hires and Promotions

August 12, 2014 – Directions Research, Inc. (DRI) has promoted **Jim Lane** to the position of chief marketing officer from his current position of senior vice president of marketing and client service. **Tim Laake** has been promoted to senior vice president. Additionally, the company has hired: **Joseph A. Hall, Jr.** as senior vice president of Big Data custom solutions; **Miguel Martinez-Baco** as vice president of qualitative and Hispanic insights; and **Jeff Eha** as account manager.

Research Now Appoints Former SCP at Office Depot and Insights Industry Veteran as Executive Vice President of Sales and Business Development

August 19, 2014 – Research Now, a global leader in permission-based, digital data collection announced the appointment of **Tom Markert** to executive vice president of sales and business development for the Americas. Markert brings with him over 30 years of experience in business and marketing for Fortune 500 companies and leading market research agencies.

He will lead the company's overall client development efforts in the Americas and will report to John Rothwell, managing director of Americas.

Hall & Partners Nearly Doubles Its U.S. Healthcare Team

August 27, 2014 – With increased focus in the areas of oncology and user experience, Hall & Partners announces further expansion of their health division in direct response to market demands. Included in their latest additions are professionals who bring extensive expertise in pharmaceutical investment and public significance as well as oncology, including: **Ariella Evenzahav, Ph.D.**, hired as director, U.S. Oncology Center of Excellence; **Amy Moss** as account director; **Nicole Citron** as qualitative account director; and **Shannon Graff** as account director.

Ipsos Furthers Its Commitment to Providing Deeper Digital Expertise With Addition to Management Team

September 2, 2014 – Ipsos has elevated **Alexandre Guerin** to the role of president of Ipsos Loyalty in the U.S. In this post, he is charged with overseeing the strategic direction and growth for the company's loyalty business across the country and replaces Matt McNeerney, who became president of Ipsos MarketQuest in the U.S. in January 2014. Guerin has risen through the ranks since joining Ipsos in 2006. He spent the past two years as managing director of Ipsos Loyalty in France, where he oversaw all studies about customer and employee relationship management.

20|20 Research Completes Expansion and Adds Jobs

September 3, 2014 – On the heels of a strong 2012 and 2013, 20|20 Research's focus group facility in Charlotte, NC has grown both its facility and staff. The company recently opened a fifth focus group room and client suite, increasing their space by 37 percent. Five employees have been added (**Travis Kirkland**, assistant project manager; **Elise Lynn** and **Robin Cole**, recruiters; **Jamie Stauter**, host and recruiter; and **Cham Nquygen**, catering assistant). In the next year, the firm expects to add additional staff to accommodate new growth in the market.

BDRC Group Expands to Jakarta and Makes Two Senior Appointments to Its Asian Management Team

September 4, 2014 – BDRC Group, the London-headquartered research group, announced the opening of an office in Jakarta, Indonesia. With existing operations in Singapore, Beijing and Sydney, this will be the Group's fourth office in the Asia Pacific region. The expansion in Indonesia

is accompanied by the following senior staff appointments: **Anthony Dobson** director at BDRC Asia in Singapore, to spearhead business development across the region, and **Shawn Roy** as regional head of qualitative research at BDRC Asia.

Askia Opens Office in Los Angeles

September 4, 2014 – Askia, a specialist market research software firm, has set up a new office in Los Angeles. The office is the second for Askia in the U.S., reflecting the growth of the company's survey software business and demand from marketing research agencies for specialized, innovative software solutions. **Jamey Corriveau**, Director of U.S. Operations, will head up the new office and is currently hiring both client service and technical support staff to provide expanded customer care. Askia's New York office will continue to support clients in the region with both offices providing coast-to-coast coverage for its users.

iModerate Hires New Senior Vice President, Client Services

September 10, 2014 – iModerate Research Technologies, a qualitative research firm, has hired **Julia Eisenberg** as senior vice president of client services. In this role, she will be responsible for the strategic vision and day-to-day management of iModerate's client, moderating and technical services teams. Eisenberg has an incredibly diverse background in market research, ranging from developing and informing strategy for large brands to moderating both domestically and internationally.

Marketing Workshop Appoints Senior Management

September 16, 2014 – U.S.-based research and consulting firm Marketing Workshop (MW) announced the hiring of **Vivian Harris** as vice president, client services. Harris is a veteran analytical research practitioner with experience among domestic and international business sectors.

Aha! Names New CEO

September 16, 2014 – **Ray Fischer**, a pioneer and innovator in the online qualitative research space, was recently named CEO of Aha!, the DIY platform for online qualitative research. In his roles in brand marketing at RealityCheck Consulting, Influence, and Pepsico, Fischer experienced the impact of technology on consumer and marketing research firsthand. Working with his partners Jim Chastain and Jim White, Fischer and a team of technology experts developed and launched the Living Diary® online consumer research tool in 2007.

SoapBoxSample Adds Director of Business Development

September 22, 2014 – SoapBoxSample, a member of the Interviewing Service of America (ISA) family, continues its growth trajectory with the addition of seasoned business development professional **Michael Chavvaria**. Chavvaria joins SoapBoxSample following five years at Luth Research, where he specialized in building custom market research solutions for clients with questions revolving around ad effectiveness, audience insights and path to purchase.

Cint Appoints New CFO

September 25, 2014 – Cint has appointed a new CFO as the firm gears up for further expansion and exponential business growth. Newly-appointed CFO **Hanna Jahnstedt** brings 13 years of experience gained in financial institutions, including Goldman Sachs and a private equity organization in Stockholm. Jahnstedt will work alongside the CEO, directors and board members to steer financial decisions.

Gabor Koska joins Hall & Partners consumer team as Partner

September 25, 2014 – Hall & Partners announced the appointment of **Gabor Koska** as a partner within the Hall & Partners consumer team. With 17 years of industry experience at Added Value, Millward Brown and Kantar in positions across the UK, France, Japan and Hungary, Koska brings extensive knowledge of both quantitative and qualitative research methods as well as an in-depth understanding of the effects of cultural context on brand marketing.

GfK Acquires Cogenta

September 29, 2014 – GfK announced the acquisition of Cogenta, a leading retail and pricing intelligence provider. With the acquisition, the company further broadens its successful retail tracking business in line with the strategy of globalization and digitization, allowing GfK's retail and industry clients to gain a thorough understanding of online prices. Cogenta currently collects data on more than 8 million products, and across more than 20 countries. Founded in 2006, the company is headquartered in Windsor, UK, and will be fully integrated into GfK.

Op4G Strengthens North American Insights Team

September 30, 2014 – Philanthropic Online Market Research Panel announced the appointment of **Alexis Schultz** as senior director of client development based in the Op4G Connecticut office. In this role, Schultz will be responsible for assisting revenue growth focused on the East

Coast, bringing more than 11 years of organizational leadership experience in the data collection sector.

SIS Appoints Senior Executive in Korea

October 6, 2014 – SIS International Research announced the appointment of **Joseph Kim** as director of client services, currently based in Seoul, Korea. Kim brings over 20 years experience in project management and client service and will be responsible for client solutions and quality management of fieldwork and data collection to Korean clients. He will further enhance customer research efforts, particularly in fieldwork and data collection in international projects in the U.S. and Europe.

Mystery Researchers Grows Company with Second Acquisition in 2014

October 7, 2014 – Mystery Researchers has acquired Beyond Hello of Madison, Wisconsin. Mystery Researchers looks forward to integrating the mystery shopping expertise of Beyond Hello, a well-known provider of mystery shopping and other customer experience measurements for over 23 years. In a staff announcement, Beyond Hello's owners Gary Godding and Christopher Warzynski expressed their excitement over the acquisition. Godding and Warzynski will continue their business relationship with Mystery Researchers CEO Lisa van Kesteren as members of the Mystery Researchers' board of directors.

RMS Healthcare Hires New Transformation Coordinator

October 7, 2014 – Baldwinsville-based RMS Healthcare, a division of Research & Marketing Strategies (RMS), announced that **Heather Banks** has joined the RMS Practice Transformation team. Banks will be responsible for assisting RMS Healthcare clients with individual project needs in preparation of documentation for submission to NCQA for approval. In addition, she will be involved in quality improvement initiatives as they relate to patient-centered care and the Patient-Centered Medical Home model.

Directions Research Announces New Hire

October 8, 2014 – Directions Research, Inc. (DRI) has hired **Betsy Sutherland** as senior vice president of client service. She joins DRI with over 25 years of experience and will focus on key accounts as well as leverage her experience to help expand business in new areas. She is responsible for building strategic partnerships, managing strategic and tactical research engagements, and helping to effectively communicate the results to clients.

New Director to Guide Client Offering in the Pacific Northwest

October 9, 2014 – In the home of some of the most truly innovative brands, marketers need savvy partners who can connect them to winning research insights. That motivates Ipsos's most recent appointment – **Nika Kabiri** as managing director of Ipsos MarketQuest in Seattle. Kabiri will take the helm of the company's Seattle practice, leading a team of researchers who serve a host of Pacific Northwest clients in a variety of industries. Responsible for client and business development, she will collaborate with the Ipsos MarketQuest team to provide actionable solutions rooted firmly in rigorous analysis.

Borderless Access Announces Appointment of New Non-Executive Director

October 9, 2014 – Borderless Access, an emerging markets panel specialist, announces the appointment of market research leader and ESOMAR President **Dan Foreman** as non-executive director of the company. Foreman has been building businesses across the U.S., Europe and the Asia Pacific region for more than 20 years and, in his new role, will support Borderless Access in business strategy, corporate growth, sales and marketing.

SoapBoxSample Adds Technology Experts

October 10, 2014 – SoapBoxSample, a member of the ISA family, continues rapid expansion with the addition of two new team members to its technology department. **Michael Sanders** has joined as a senior developer and has more than 15 years of experience in the digital sector, bringing a strong foundation in software/web development and programming principles across multiple platforms. **Bradley Smagcz** also joins the team as Web programmer. This aggressive hiring also follows on the heels of SoapBoxSample's acquisition of ClickIQ e-visor last March.

Senior Level Appointments to Fortify Ipsos Marketing Practice

October 13, 2014 – Ipsos Marketing boosted its leadership roster in the U.S. by promoting **Elys Roberts** to president of Ipsos Marketing in the U.S., while **Steve Girling** succeeds him as president of Ipsos Healthcare in the region. In his new role, Roberts will have overall responsibility for several divisions across a range of service lines and sectors, including Ipsos Healthcare, and will lead the implementation of Ipsos Marketing's global strategy in the U.S. market. He will report directly to Pierre Le Manh. In his new post, Girling is charged with leading the company's healthcare business and

providing strategic direction to a team of researchers across the country. He will report to Elys Roberts and to Michael Spedding, Global CEO of Ipsos Healthcare.

SoapBoxSample Expands Team to Support Rollout of Mobile

October 15, 2014 – SoapBoxSample, a member of ISA, continues rapid growth with the addition of full-time Marketing Coordinator **Adriana Hemans**, who will be tasked with promotional content creation and brand management. Hemans joins SoapBoxSample with a background in digital marketing and video production. Her experience directing and producing documentary films combined with her writing skills has allowed her to successfully manage both large- and small-scale marketing projects.

Full Circle Earns CIRQ's ISO 26362 Certification

October 17, 2014 – Full Circle Research Company became the first and only U.S.-based, online consumer sample provider to achieve ISO 26362 certification from the CASRO Institute for Research Quality (CIRQ). To achieve this credential, co-CEOs **Adam Weinstein** and **Nate Lynch** worked closely with CIRQ, the approved certification body that provides auditing and certification services for ISO 26362 and 20252.

Dalia Research Announces the Appointment of Non-Executive Director

October 20, 2014 – Dalia Research, a fast-growing technology start-up from Berlin, announced that market research leader and ESOMAR President **Dan Foreman** will become non-executive director of the company. He will support the business in their corporate growth, development, sales and marketing. Foreman specializes in emerging technologies and developing markets, having helped organizations grow from start-up to sale. The appointment follows foundational investment from Texas Atlantic Capital, German Startups Group and West Tech Ventures.

Roger Green and Associates Now Known as RG+A

October 20, 2014 – Roger Green + Associates, a healthcare marketing research firm, announced that it will now be known as RG+A. The streamlined moniker reflects an enhanced focus on meeting clients' research and insight development needs in an increasingly complex and challenging world.

Barbara Gassaway Recognized as Top 100 MBE® Award Winner

October 22, 2014 – **Barbara Gassaway**, president of Observation Baltimore and

The Research Group, (and author of "Market Research...Formal Listening" on page 56) has been selected to receive the distinguished 2014 Top 100 Minority Business Enterprise Award. The Top 100 MBE® ceremony is designed to acknowledge and pay tribute to outstanding women and minority business owners in Maryland, Virginia, Pennsylvania, Delaware and the District of Columbia. The Research group is a full service market research consultancy with a division, Observation Baltimore, dedicated to providing a one-of-a-kind research experience through their in-house research suites.

Marketing Workshop Names New Director of Account Management

October 28, 2014 – U.S.-based research and consulting firm Marketing Workshop (MW) announced the promotion of **Randy Kosloski** to the position of director of account management. Kosloski's contributions to the MW team have earned him distinction with the firm's accelerated client-centric service and custom methodologies development. In this new role, his focus will be on compounding significance and value for the MW client relationship.

Bug Insights Appoints New Consultant

November 5, 2014 – Bug Insights, a marketing analytics company, announced that **Allyson Kuper** has joined the firm as a consultant. Kuper is responsible for project delivery, including design, project management, implementation, data analysis, and delivering and reporting results. In addition, she will assist with survey design and development, moderate focus groups and provide general business support.

RMS Tops List of Largest Patient Survey Firms

November 5, 2014 – RMS Healthcare, a division of Baldwinsville-based Research & Marketing Strategies, Inc. (RMS), has been ranked 14th in the country as one of largest patient-satisfaction survey firms. The list, which is published by *Modern Healthcare* Magazine, ranks the nation's firms based on total number of clients and engagements in 2013.

Market Research Industry Veteran Takes Helm

November 5, 2014 – Consensus Point, a prediction markets company, announced the appointment of **Brad Marsh** as president and chief executive officer. Marsh brings nearly 25 years of research, marketing, management and leadership experience to Consensus Point. Most recently, he held executive positions at Directions Research and TNS. Linda Rebrovick will transition her CEO role and remain on the Consensus Point Board of Directors as she focuses on her Nashville mayoral campaign full time.

Karen Lustig Joins Ipsos MarketQuest's U.S. Team as a Senior Vice President

November 6, 2014 – Marketers in the consumer goods space now have added brainpower on their side to help them get into the minds of shoppers. **Karen Lustig**, an accomplished marketing and consumer research professional with over 20 years of experience, has joined Ipsos MarketQuest in the U.S. as a senior vice president. In this role, she will focus on helping clients understand the potential of their brands and marketplace dynamics.

Market Research Industry Veteran Joins Mizzouri as Principal and Chief Research Officer

November 10, 2014 – Longtime Procter & Gamble and Kantar executive **Kim Dedeker** has joined start-up market research firm Mizzouri as principal and chief research officer. Dedeker will divide her time between Mizzouri's headquarters in Nashville and the firm's Cincinnati office. In her new role, Dedeker is responsible for driving research excellence and, along with the entire executive team, actively leading and executing research and strategic consulting initiatives for clients.

Gongos, Inc. Broadens Decision Sciences Practice Area and Names New Vice President

November 13, 2014 – **Joe Cardador** has been named vice president, decision sciences, of Gongos, Inc. As a seasoned and proven team builder, Cardador will identify collaborative synergies across marketing scientists and data scientists within the company's two business units, Gongos Research and O2 Integrated, as well as the company's programmers. He will also guide the methodological integrity of the practice area to provide insight – and foresight – for clients.

SIS International Research Adds 2 Senior Executives

November 17, 2014 – SIS International Research announced the appointment of two senior executives in its New York City headquarters: **Chirag Vyas** as director of global operations and **Damir Gilyazov** as manager of market intelligence. Vyas will be in charge of operations and quantitative research functions on a global basis as well as all aspects of brand research and the quantitative tracking programs. Gilyazov comes to SIS with 15 years of experience in B2B consulting, competitive intelligence and strategic planning in Central and Eastern European economies and in global research. He is fluent in English, German, Russian and Uzbek.

L&E Research Celebrates 30th Anniversary

November 18, 2014 – L&E Research, founded in 1984 and based in Raleigh, NC, celebrated its 30th anniversary in November. Started by Lynne and Ed Eggers in 1984 as a two-person, home-based business, L&E has grown to become one of the largest fieldwork firms in the U.S., operating eight focus group facilities in seven cities. After 20 successful years, the Eggers stepped down in 2004 when Brett Watkins, formerly with Management Research and Planning Corp., took over as President.

Andrea Schrager Honored as a Leading Woman Entrepreneur

November 21, 2014 – **Andrea Schrager**, founder and CEO of Meadowlands Consumer Center (DBA Consumer Centers of New York and New Jersey), a global market research consulting company headquartered in Secaucus, NJ with offices in New York City, has been honored as a **Leading Woman Entrepreneur** by the *Leading Women Entrepreneur and Business Owners Initiative*. This award recognizes trend-setting women who make a difference in their companies, industries and communities.

Todd Trautz Joins Hall & Partners U.S. Consumer Team as Partner

November 20, 2014 – **Todd Trautz** joined as a partner of the New York management team of Hall & Partners. A “retired” attorney, Trautz transitioned into the world of research almost 15 years ago and joined Hall & Partners with extensive custom quantitative research experience. He was most recently a VP at Insight Express where he drove the rapid growth of their custom research division.

M3 Global Research Announces Leadership Team Promotions in U.S. and EU

November 21, 2014 – M3 Global Research, with the world's only ISO-verified healthcare professional panel, announced the appointment of **Roni DasGupta** as president of market research, Americas and the promotion of **Anton Richter** as managing director of market research, Europe. DasGupta joined M3 in 2011 and has over 17 years of experience in market research. She was recently inducted into the PMRG Circle of Excellence for her work creating PMR Charities to raise funds for St Jude's Children's Research Hospital. She also sits on the Board of Ethics Committee for EphMRA. Richter joined M3 in 2014 with over 15 years of experience in market research and has been actively presenting papers on respondent engagement in the EU and Japan.

Evolution Consulting & Research Welcomes 2 New Senior Research Consultants

November 24, 2014 – Evolution Consulting & Research, a biopharmaceutical consulting and research firm based in Blue Bell, PA welcomed senior research consultants **Elena Kaplan** and **Danielle Porreca**. Kaplan brings more than 20 years of experience in market research with a significant focus on the pharmaceutical industry, and has conducted qualitative and quantitative research studies in the U.S. and globally. Porreca's career includes 13 years of pharmaceutical research and strategic planning during which she has executed global pharmaceutical and biotech market research projects across the healthcare industry and numerous therapeutic areas. ▼

Continued from page 56

your project is about laundry, visualizing men in your life at the washing machine may help you put those beliefs aside. Or, if you decided not to have children and need to understand a pediatric pharmaceutical agent, perhaps visualizing time with children and how they behave when sick may open your mind. Visualization, or spending time within a situation that differs from your belief, can aid in developing empathy and create the environment where deeper meaning is created.

As you employ UPR, living with silence and empathy, you may find that life and relationships change, even outside a research context. The practices of active listening, especially empathy, increase your emotional literacy. As you practice these skills to better understand behavior, you will find they are not only essential for research, but also applicable to all facets of life. Active listening and emotional literacy produce honest interactions that otherwise will not be experienced. Remember the words of Ralph Waldo Emerson: *What you do speaks so loud that I cannot hear what you say.* ▼

Barbara Gassaway is a principal at the Research Group, where Innovation through discovery is employed. She is a trainer at RIVA, recently recognized as a Top 100 MBE, contributing author to the *Journal of Market Research* and has been working in the CPG and healthcare industries for more than a decade.

Think **Virtual** Fieldwork

"Your online data collection partner."



**Think Fast,
Think Smart,
Think Virtual Fieldwork**

Multiple panel solutions

Access to over 15 million
panelists worldwide

"300 or more panel profile
dimensions"

Flexible and fast
programming capabilities

Real time reporting
capability

Data files delivered in a
variety of formats

Complete data
processing services



*We are experienced in conducting marketing research online.
Our staff is passionate about online...all we do is Think Virtual Fieldwork!*

For more information or for a custom quote, please email Ray Benack at
research@thinkvirtualfieldwork.com or call 212-699-1901.



SSI FOLLOWS A DIFFERENT PATH

We're the only company running proprietary panels on a single, integrated global technology platform.

When it comes to survey research panel companies, there's no shortage of options. So how do you know how they differ and which way to go?

SSI takes a unique approach. Unlike companies who build and manage panels in silos, we operate 68 proprietary panels in 86 sample countries on a single, integrated technology platform worldwide which enables SSI to scale seamlessly.

Unlike many low-price, pop-up players in the industry, SSI panels use only the best quality sources that are over 90% proprietary (i.e. not "river"). That means we own the respondent relationship overall and are constantly optimizing, protecting and growing the community. The result is a sample blend that has been cited by an independent study* for consistency.

We're confident that choosing the SSI path of proprietary, technology-empowered panels will quickly and efficiently get you to your end goal of high quality data.

Find out more about our panels and technology at www.surveysampling.com.

*Sample Source Auditors™. Grand Mean Project™



info@surveysampling.com | surveysampling.com