

A supplement to Quirk's Marketing Research Review

QUIRK'S

CORPORATE RESEARCHER REPORT 2016

An independent
study, written for and
developed with the
help of client-side
marketing research and
insights professionals



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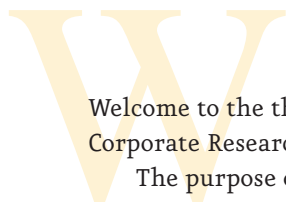
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Welcome to the third annual Quirk's Corporate Researcher Report!

The purpose of the report is to give corporate researchers (those whose job it is to gather, analyze and disseminate insights about their organizations' customers, products and services) an in-depth look into their world, helping them learn more about what their peers and colleagues are doing and also benchmark themselves and their departments.

The report covers two main areas – work life and compensation – and is based on findings from the surveys of corporate researchers we fielded in the summer of 2016.

The work life survey covered: budgets; outsourcing; pain points in managing and conducting MR; challenges faced by insights workers and their departments; use levels of a variety of established and newer MR methods; the effectiveness of the newer methods; factors that contribute to choosing MR techniques; and how their departments rate on a number of aspects.

The compensation survey covered: job satisfaction; compensation packages; the hiring outlook for 2016; and their level of experience.

In our view, what makes this publication stand out from other trend studies in the research industry is that it is completely independent. The questions were formulated with the help of corporate researchers, not research suppliers. In other words, the study is not about research suppliers or even Quirk's – it's about you, the corporate researcher!

We want to thank all of our client-side readers who took the time to complete the surveys and share their candid thoughts.

We also want to thank our content partners for sharing their industry insights. Page 6 features a two-page infographic from W5 of Corporate Researcher Report highlights. And, beginning on page 18, three firms offer their takes on specific aspects of the study findings: SSI looks at mobile research, L&E Research examines qualitative research and Research Now explores automated research.

We hope you find this report useful. Please let us know how we can make next year's edition more informative and valuable to you.

Sincerely,
Joseph Rydholm
Editor
joe@quirks.com



P.S. For a complete breakdown of compensation by job title, region, years of experience, etc., visit www.quirks.com.

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QUIRK'S

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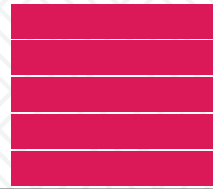
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2016 FAST FACTS

54%



More than half of research departments have increased their budgets in 2016

32%



One-third have increased their outsourcing budgets in 2016 too

THE BIG QUESTIONS

What are the challenges facing market researchers?

HOW CAN WE
DO MORE
WITH LESS?

65%

have too many
projects for
STAFF

50%

have too many
projects for
BUDGET

HOW CAN WE
MAKE SMART
DECISIONS?

1/2

Half of all research departments
find it challenging to act
upon research insights



HOW CAN
WE PROVE
ROI?



say their department
does a **POOR** job
of proving ROI

6% **ONE** out of **FIVE** reported a base salary increase of 6% or more

39% are likely to hire in the next year

74% are satisfied with their job

WHAT'S NOW?

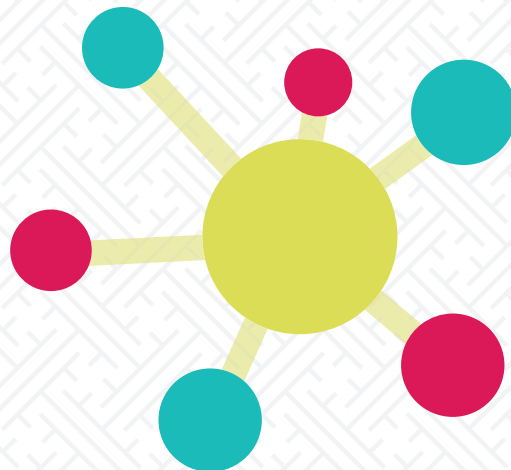
Trends in research approaches

DOING **MORE**
(VS. 2 YEARS AGO)

ONLINE SURVEYS
ONLINE QUALITATIVE
PANEL RESEARCH

DOING **LESS**
(VS. 2 YEARS AGO)

TRADITIONAL FOCUS GROUPS
TELEPHONE INTERVIEWING
IN-PERSON INTERVIEWING



WHAT'S NEXT?

New methodologies on the rise

BIGGEST INCREASE
VS. 2 YEARS AGO

BIG DATA ANALYTICS
SOCIAL MEDIA RESEARCH
TEXT ANALYTICS

MOST EFFECTIVE
NEW TECHNIQUES

ONLINE QUALITATIVE
MOBILE SPECIFIC SURVEYS
TEXT ANALYTICS

INFOGRAPHIC
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The drive for insights overcomes budget and time constraints

Fielded in the summer of 2016, this edition of our corporate researcher work life survey tackled a range of topics identified in consultation with some helpful Quirk's readers: budgets; outsourcing; pain points in managing and conducting MR; challenges faced by insights workers and their departments; use levels of a variety of established and newer MR methods; the effectiveness of the newer methods; factors that contribute to choosing MR techniques; and how their department rates on a number of aspects.

While other factors ebb and flow, the 2016 results confirm that the life of a corporate researcher has a familiar look and shape to it from year to year. The historical hassles are on full display: shortages of time and budget; inability to prove ROI and make an impact with insights; trouble corralling the use of DIY MR tools by untrained internal clients; vendors who woo you with expertise and then saddle you with junior-level "analysts."

But in general, respondents seemed to be able to rise above. Based on their answers to our questions, it feels like management buy-in to the research process is generally good. It's not hard to find and retain staff. And there's no shortage of methods and tools available to help them satisfy their organizations' insights-gathering needs.

Let's take a closer look.

Budgets held steady

Budgets appear to have held steady again for 2016, with 41 percent saying their spends stayed the same as in 2015 and about equal numbers reporting some sort of decrease (24 percent) or some sort of increase (34 percent). ¹

It was status quo for readers' MR outsourcing budgets as well: 44 percent reported no change; a collective 24 percent reported decreases between less than 5 percent and more than 10 percent and 32 percent cited an increase of less than 5 percent and more than 10 percent. ²

Familiar notes were also sounded in response to a question about pain points in managing and conducting marketing research.

The descriptors “overworked and under-budgeted” have long been applied to marketing researchers and our respondents are no different. Nearly 29 percent cited “too many projects for our staff” as always being a pain point and 33 percent claimed to often have “too many projects for our budget.” ³

“We are under constant pressure to synthesize not only our custom, proprietary research but also many, many sources of syndicated [data], including things our executives may just come across.”

“It’s not our company culture to conduct strategic, forward-thinking research, so we end up spending \$ on reactive, one-off projects with limited long-term value, rather than investing in studies that will guide company direction and major initiatives.”

“Because of reduced budget, sometimes I feel we have to go with lesser-quality agencies, which is definitely a pain point. Also because of reduced budgets, we have been taking on more and more of the ‘grunt’ work – project management, data input. This saves us cost but ultimately is not as motivating for employees who are very skilled managers and should be more focused on strategy, insights and action as opposed to project management. We have the time and capability to take this work on, it’s just not as rewarding or the best use of our time.”

“Management doesn’t realize the amount of effort and time that is required for research projects. Therefore, no additional headcount is ever allocated. They also do not realize the difference between good research and poor research or when

to do focus groups versus a survey. I’m pretty burned-out.”

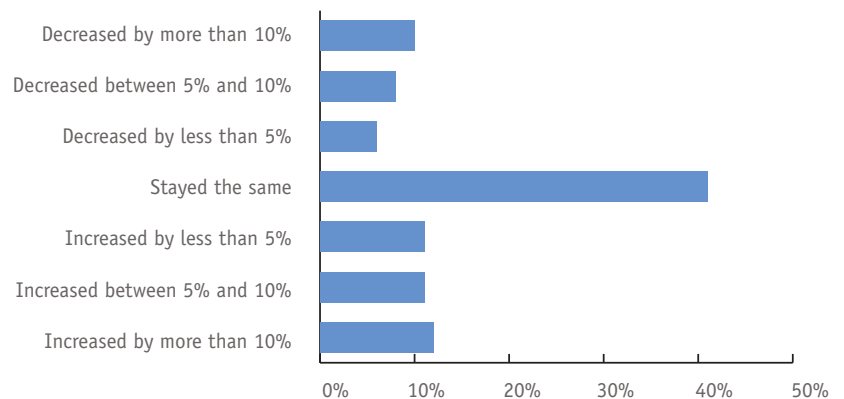
Even in billion-dollar companies, the marketing research function can fall on the shoulders of one person and our readers who are solely responsible for gathering insights shared some of the difficulties they face.

“Being the only research person on staff, who also has various other work assignments, it can be difficult to focus on projects and having time to learn. There’s no one in the company

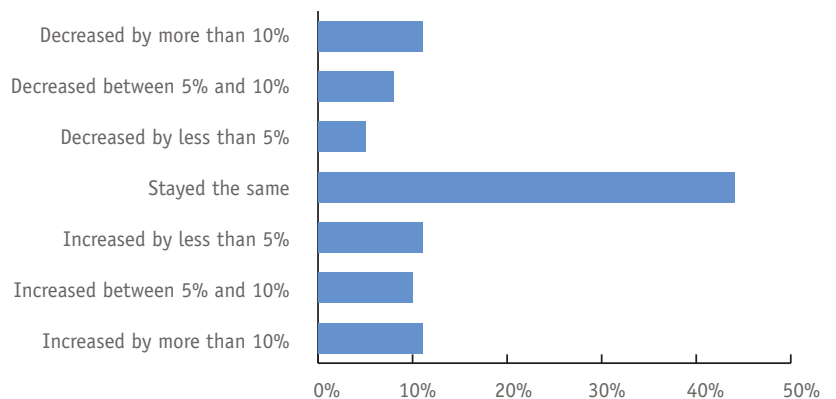
to turn to as a mentor or to be able to learn from, so more and more is getting outsourced to others that are more qualified to do various tasks. I find I don’t really have the time or brainpower to commit to learning complex points in the research process.”

“I’m ‘it’ for market research. Lots of things we could do to improve analytics, transform from descriptive/inferential to predictive analytics, but not enough time to ‘play with the data’ while doing what is expected.”

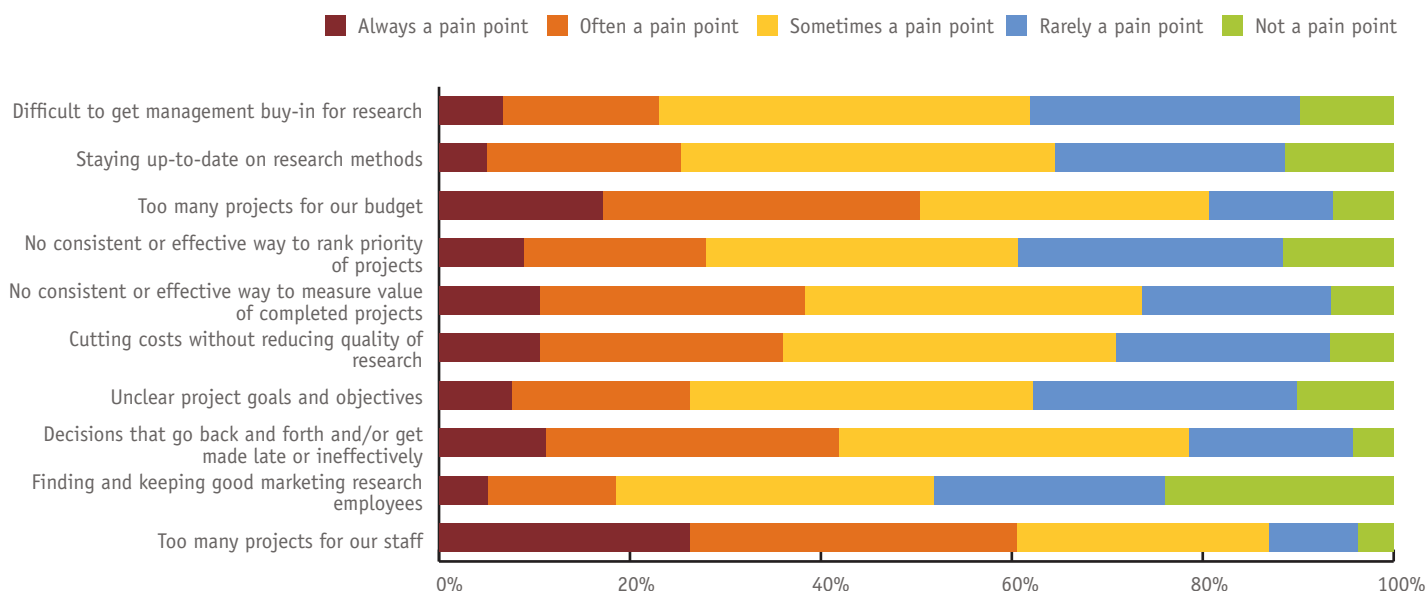
1 How has your overall budget or spend on marketing research changed in 2016 compared to 2015?



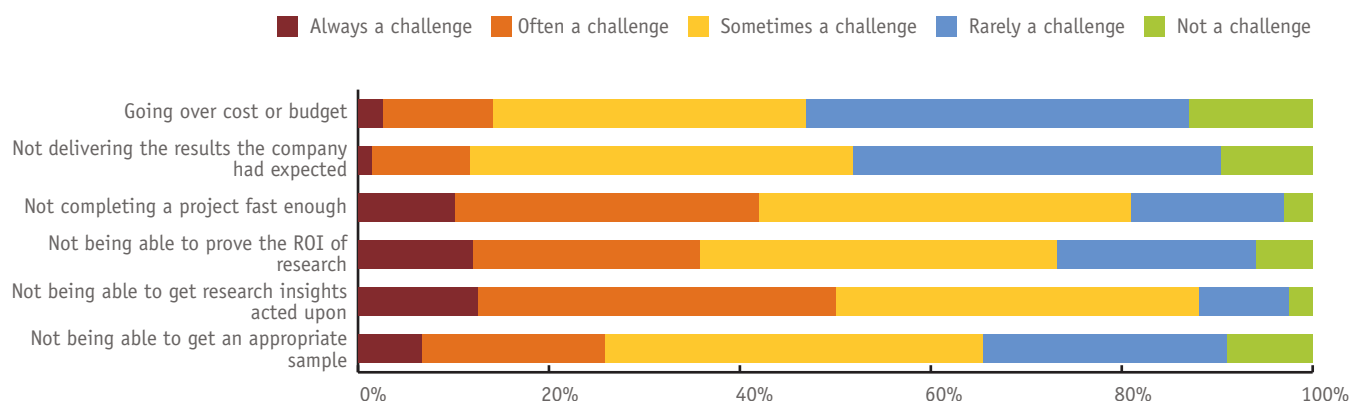
2 How has your budget or spend for outsourcing marketing research changed in 2016 compared to 2015?



3 What are your pain points in managing and conducting marketing research at your company?



4 What are the greatest challenges you and your department face when conducting research at your company?



As you might expect, aspects of working with vendors were also cited in response to our pain-points question.

“Turning vendor reports into something truly insightful. Vendors are still too much into the mentality of delivering the data and less about what it means and the implications for the business.”

“I find it difficult to find research companies that understand my business and research objectives and provide good client service. Too many large research companies make it too difficult to work with them – I want one senior research expert as my main contact throughout the project. I don’t want to talk to multiple employees

and have to explain the research objectives over and over again. I want research that is customized to my specific product category and business needs – I don’t want suppliers to force a cookie-cutter approach. I want a final report that contains a clearly-written story with implications and recommendations. I spend too much time providing feedback on reports

that often feel like a data dump with no cohesive story.”

“Too much turnover within market research companies. You finally get a great research partner team and then they start moving people around.”

“I feel like a lot of our research partners have been dropping the ball with the table stakes (QA issues, missed deadlines, etc.) as of late. I’m not sure if this is due to less resources/bandwidth, but it is a pretty common issue we have been dealing with recently.”

On a more hopeful front, nearly 29 percent said getting management buy-in for research is rarely a pain point (the highest-cited option) and “finding and keeping good marketing research employees” was most-cited as not being a pain point.

When asked about challenges faced by their departments, not being able to prove the ROI of research, not being able to get insights acted upon and not completing projects fast enough were the top three situations labeled as “always” being a challenge. 4

“A pain point for us is determining which projects are the highest priority for the company, not just the client team we are helping. Need more upper management support to help define key initiatives, allocate the appropriate resources (\$, time, people) to those efforts and use insights to apply customer insights in strategic decision-making.”

“Pain points? Internal stakeholders that ignore research results and proceed with their own agenda as planned. Only conducting the first

phase of a multi-phase study and then declaring the project complete. Monday-morning quarterbacking of research results (Why didn’t we learn X? Because you didn’t ask X!).”

To their credit, the researchers seem to be able to stay within their budgets – insufficient though they may be – with 40 percent saying cost overruns are rarely a challenge. Nor do they seem to have trouble delivering the results the company expected, as nearly 39 percent said that too was rarely a challenge.

Embrace, adopt and tinker

There are frequent calls for the industry to change and evolve more rapidly and while our research for our Corporate Researcher Report has repeatedly shown that insights pros would love to embrace, adopt and tinker with the newest, buzz-

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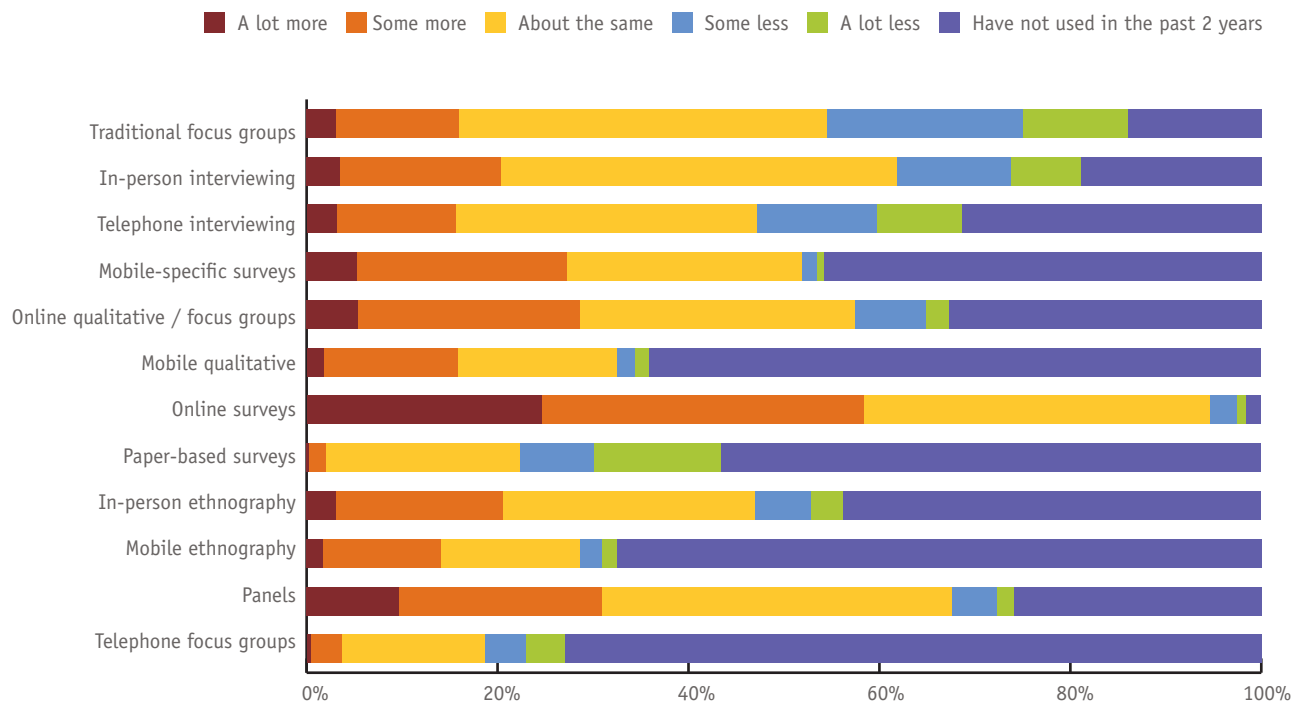
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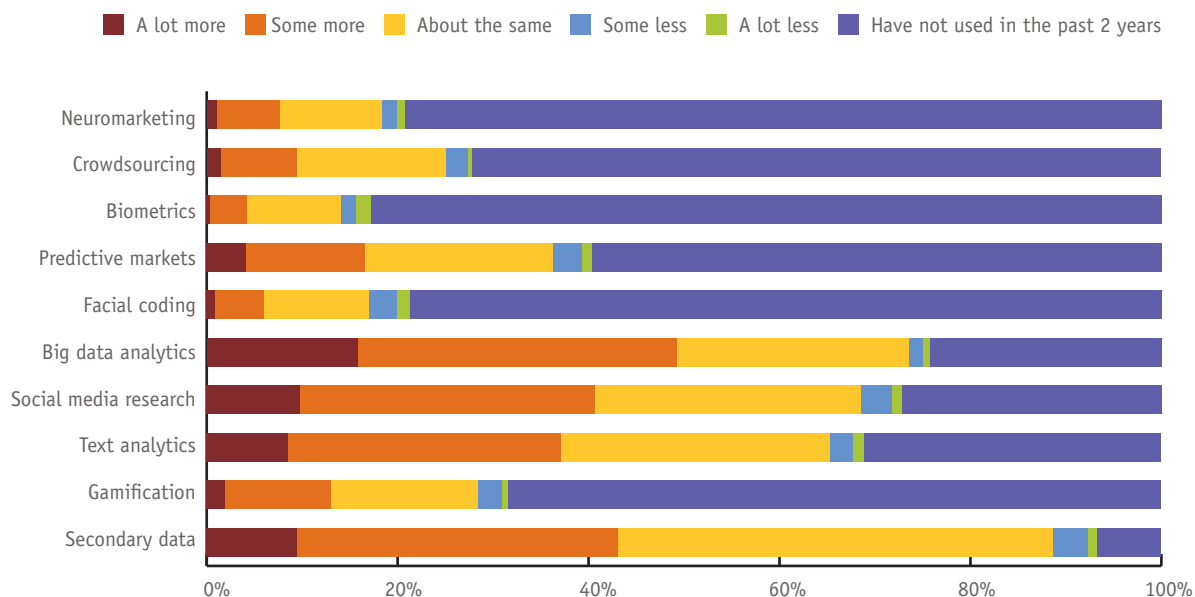
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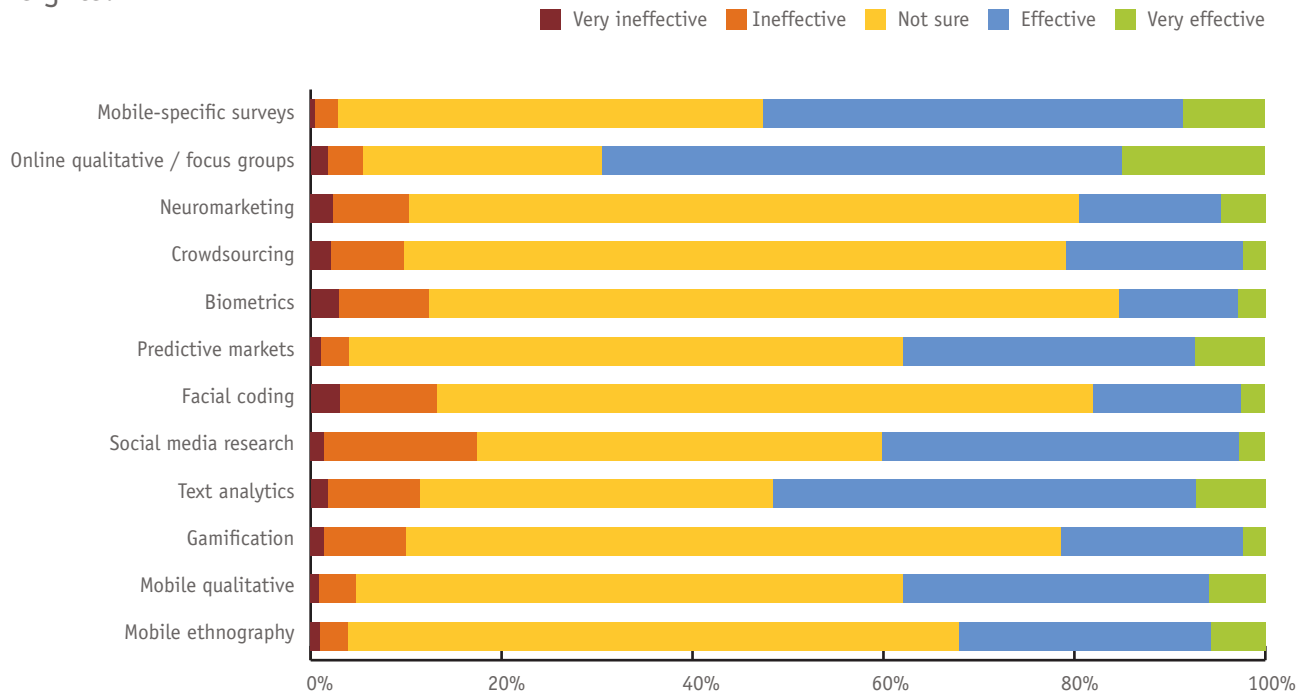
5 Compared to two years ago is your company doing more or less of the following?



6 Compared to two years ago is your company doing more or less of the following?



7 How effective do you think the following newer techniques are at providing actionable insights?



fueled tools, the reality is that their own internal audiences make doing so difficult.

In each iteration of the CRR we've asked some variation of a question or questions designed to understand the usage and perceived efficacy of new and existing methods. This time around – and with an eye toward the fact that change doesn't happen quickly – we asked respondents to tell us how much they were using selected traditional MR methods compared to two years ago. Not too many surprises here, as tech- or Web-based methods such as online surveys, panels, online qualitative/focus groups and mobile-specific surveys garnered the most “a lot more” usage mentions. In the “a lot less” camp were paper-based surveys, traditional focus groups, telephone interviewing and in-person interviewing, respectively.

For a similar question on newer, buzzer methods, the top choices in the “doing more of” arena were big data analytics, social media research, secondary research (not exactly a new method!) and text analytics. The methods with the highest percentages of respondents saying they have not used them in the past two years were biometrics, neuromarketing, facial coding and crowdsourcing, perhaps indicating that their appeal may remain at niche levels for the foreseeable future.

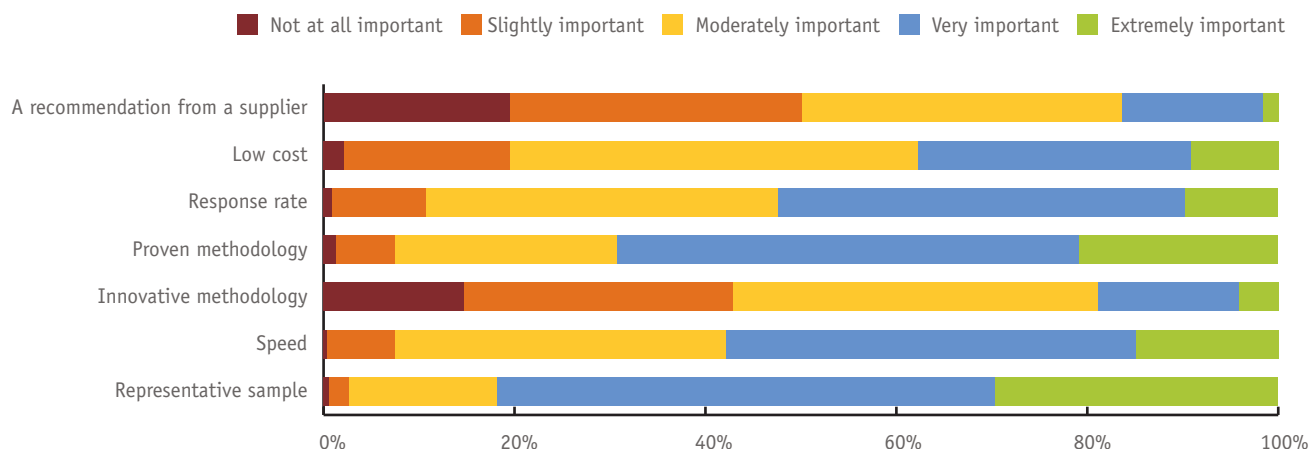
As to a method's effectiveness, online qualitative/focus groups, mobile-specific surveys and text analytics earned the three highest combined “effective/very effective” totals, with predictive markets and mobile qualitative tying for the next position. Social media research, facial coding and biometrics earned the three

highest combined “very ineffective/ineffective” totals. Tellingly, for about half of the methods, the percentages of those who were not sure of their effectiveness were above 60 percent, perhaps another factor contributing to the difficulty of proving the ROI of MR. 5 6 7

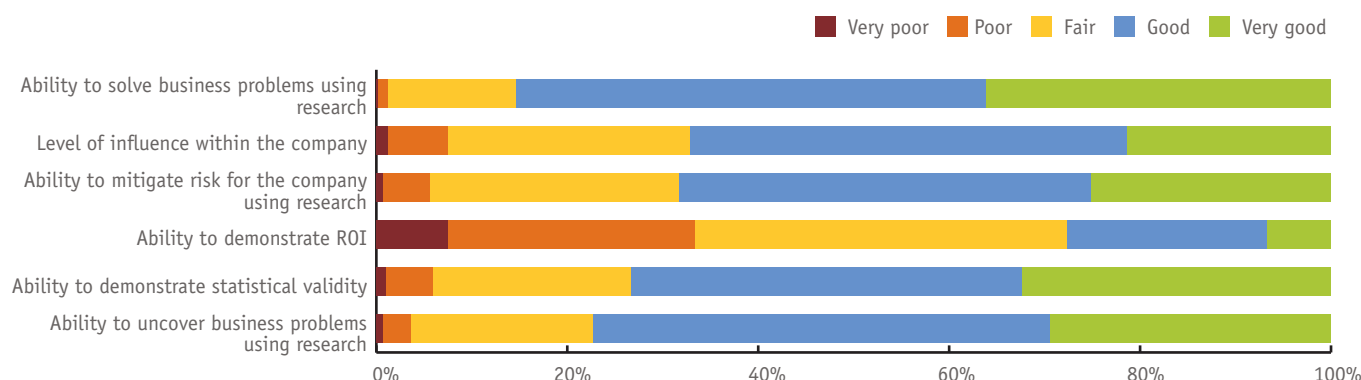
Two different narratives

There seem to be two different narratives around qualitative research these days. It's either undergoing a renaissance, as certain companies (re)discover the value of speaking to and hearing directly from their customers, or it's being pushed aside, especially the traditional focus group, as old-fashioned or unnecessary in the social media age. We asked an open-end about that topic, seeking to understand if readers had replaced traditional qual with other methods and, if so, what were their reasons for doing so. Many of the

8 How important are the following factors when choosing which research techniques to use?



9 How would you rate your company's research department on the following fronts?



answers were simply one word: no – meaning they have not replaced qualitative methods. Others were happy to elaborate on their current situations.

“We have not replaced traditional qualitative with alternative methodologies but we have certainly enhanced them with alternative methodologies. One thing I find very effective is using video diaries with ethnography. Video is particularly effective in telling the story to internal

clients in such a way that they act on it.”

“We haven’t replaced traditional methods but, depending on the scope and objectives, use new techniques as a way to complement the traditional methods. We have used online qual (bulletin boards, communities) to complement in-person ethnography and IDIs.”

“We have replaced a lot of focus groups with online communities.”

“Primary method for qualitative for us is phone focus groups with Web support – allows for more inclusive sample, fewer groups and no travel compared to traditional groups.”

“Focus groups are still our ‘go to.’ (Sigh...)”

“We have not replaced traditional qualitative but have added an online patient panel community, which provides more opportunities for innovative online qualitative and quantitative work.”

“Online community – insights delivered faster, cheaper and engages our most loyal customers. They feel they are adding value to our business. In fact, they are ensuring we remain focused on delivering to their needs.”

“If anything, the cost of traditional qualitative vs. larger quant studies has meant we’ve done more traditional qual recently and have been trying to find quant alternatives.”

“Phone plus Web-based qualitative. Allows you to see respondents’ facial expressions and show them content instead of purely reading content to respondents. Also saves on travel costs. But still not inexpensive.”

Sticking to their guns

The 2016 data on the importance of various factors in influencing the use of MR techniques echo those of two years ago, when researchers claimed to be sticking to their guns when it comes to the importance of a representative sample, a proven methodology and a suitable response rate. Those three factors rose to the top this year as the most-cited combined “very important” and “extremely important” factors when choosing which techniques to use. The ROI problem cropped up again in response to the question “How would you rate your company’s research department on the following fronts?” “Ability to demonstrate ROI” earned the highest number of “very poor,” “poor” and “fair” votes among the list of choices such as “ability to demonstrate statistical validity,” “ability to uncover business problems using research” and “ability to solve research problems using research.” The good news? High percentages of readers rated

themselves as “good” or “very good” at the latter two abilities. ● ●

How do researchers keep current? Attending or viewing Webinars was the top choice, followed closely by “read print or digital magazines and e-newsletters” and, a bit further down, “attend in-person

conferences or events.” “Read blogs and Websites” came next, just ahead of “request information from potential suppliers.”

Specific highs and lows

After inquiring about the generalities of their lives as researchers, we also wanted to get

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Talking to the “human” in marketing research is simply good for business.



some specific highs and lows so we posed questions about recent wins and disappointments for their departments.

Some of these wins should inspire hope for the ROI-demonstrating crowd!

“We launched a product based on consumer insight. However, research revealed that execution of the product (e.g., packaging, messaging, merchandising) was not optimal. The research was pulled together in a very short time within a very limited budget. Research learnings were used to re-launch the product, which resulted in 37 percent increase at POS at one of our major accounts.”

“Validated a market risk and its impact on the company now and in near future. Ran a quick study focused on a single market that we were able to compare to two prior studies. A fresh look at the data from new perspective confirmed the issue and estimated its impact. Senior leadership – while disappointed with the news – was very happy to have that confirmation.”

“Convinced senior management to adopt higher and more targeted measurement standards for our brand-tracking and c-sat studies, on which our company bonuses are partially based. The conversion represented a shift in attitude and a renewed emphasis on research data in decision-making.”

“We did a very exploratory study at a local level in China. We included all our internal teams outside of [the insights function] to attend. One of our key product managers was inspired from a focus group learning and, based on this information, tweaked a current product she was developing. This specific change helped

win us a business worth millions of dollars in the long-term so was a very valuable insight and win.”

“We used gamification to study pain points within the purchase decision and test things we could introduce during the decision that could help to overcome pain and convert more business. Our work was presented to the board and was very well-received. We’ve launched a few initiatives directly from the study and project millions in new revenue that we have already begun to see.”

“B2B project with major advertisers and ad agencies that place business for major U.S. advertisers. Using creative, hybrid sample of clients, prospects and sales channel networks, retained two qualitative research consultants to conduct strategic telephone interviews. The net-net is validated company direction from folks who write checks for or influence spending decisions for products our company sells. Research team was applauded for innovative sampling strategy that yielded both insights on paths to continue and those to steer clear of or amend before moving forward. In the process also uncovered a handful of hard, tangible, tactical feedback that other collaborating internal teams can incorporate in their daily work processes to further aid their quality delivery.”

As for disappointments, readers have had a few.

“Research recommended doing shopper research to understand a new category and how consumers shop. However, management turned down the request. Rationale provided was that they can walk the stores themselves to understand the category and that experience from other categories will

be used to drive the new category. Cost was also an issue. While research dept. still feels strongly about the recommendation, we could have done a better job getting everyone on board much earlier.”

“Completed consumer research partway through the product development cycle. The consumer said they are not interested in the proposed product but the project is proceeding as planned because it is the division president’s idea.”

“I think the biggest disappointments happen when someone with a big job title feels they need something that is useless and won’t listen. Doesn’t happen very often but when it does, it sucks and wastes time.”

And finally...

“I don’t think anything went wrong with the research. But nothing is being done with what we learned.”

That’s one historical hassle that will likely be with us forever. Q

METHODOLOGY

The Corporate Researcher Report work life survey was conducted online from June 7 to June 28, 2016, among pre-qualified corporate marketing research (client-side) subscribers of Quirk’s. In total we received 796 responses from which we had 695 usable qualified responses. An interval (margin of error) of 3.7 at the 95 percent confidence level was achieved. (Not all respondents answered all questions.)



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Mobile research: The key to the boardroom for the MR function?

BY JACKIE LORCH
VICE PRESIDENT, GLOBAL
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SSI



The statistics in the latest Quirk's Corporate Researcher Report suggest little movement in marketing research in terms of budgets and team size: 58 percent of participants report their market research budget has remained static within +/- 5 percent since 2015. Just slightly more (60 percent) report that their budget for outsourced research has stayed the same +/- 5 percent. Only 21 percent say they are likely or very likely to hire additional MR employees this year. ①

But this may not mean that companies are experiencing no change. There are some signs in the answers to open-ended questions about pain points which suggest otherwise. Lack of resources is

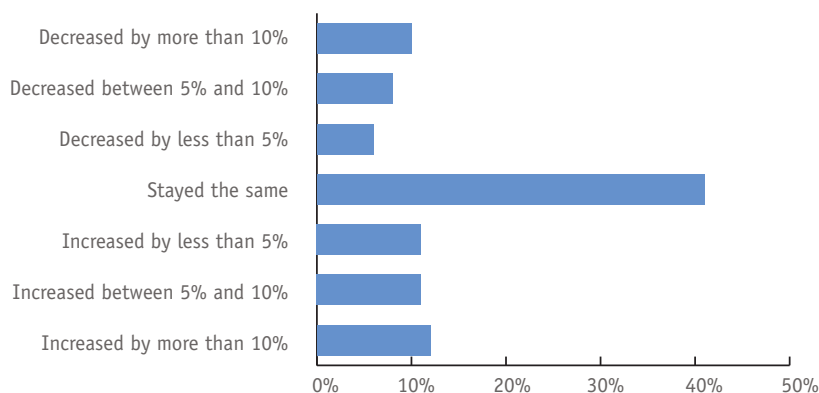
a frequent theme, mentioned in about a quarter of the comments and summed up by this researcher: "Our duties and responsibilities have grown exponentially over the last two-three years and our staff

levels have stayed the same." It appears that real budgets and staff levels are shrinking as corporate researchers struggle to do more with less.

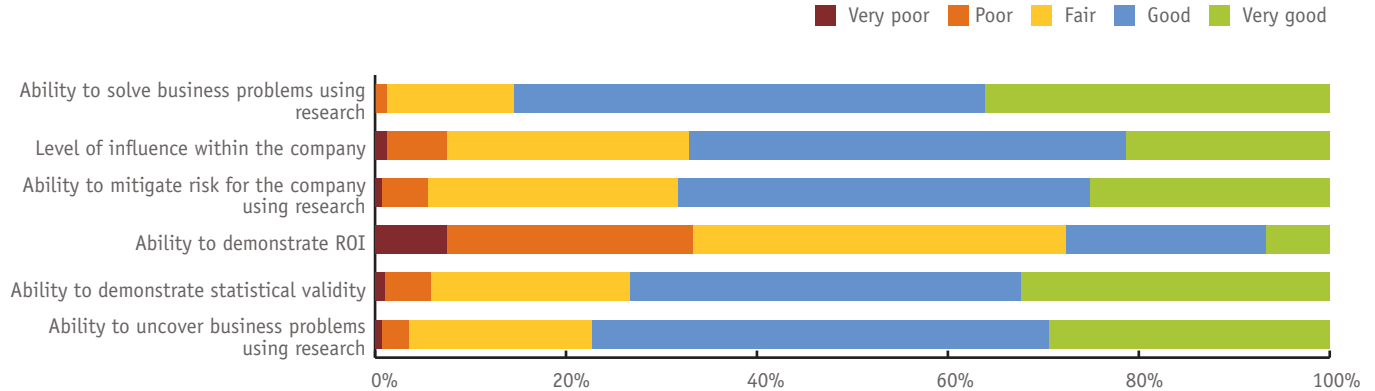
Many researchers noted the lack of understanding of and appreciation for the power of marketing research. It seems they feel if they could just convince decision makers of the business impact of what they do, they might get the resources they need to provide the insights that make a difference.

For years we have talked about MR not getting enough respect or not having a "seat at the table." Comments in this survey include: "I have people trying to make decisions about MR but they don't fully understand our function ... they don't understand how MR could really benefit them" or "(it is) challenging to ensure my research team gets the limelight and recognition due them."

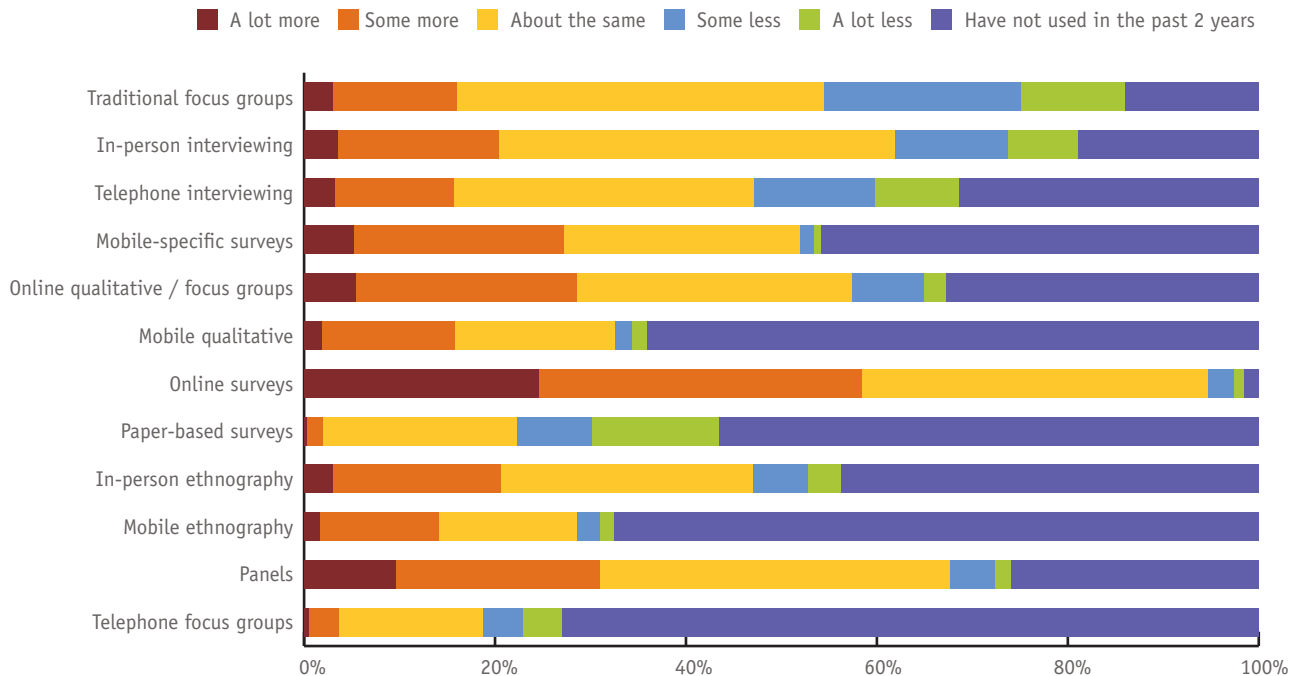
① How has your overall budget or spend on marketing research changed in 2016 compared to 2015?



2 How would you rate your company's research department on the following fronts?



3 Compared to two years ago is your company doing more or less of the following?



Two-thirds of participants say they have a “good” or “very good” level of influence within their company and three-quarters feel they have a good ability to uncover business problems using research. But this positive picture doesn't seem to translate to additional resources for the research function. ²

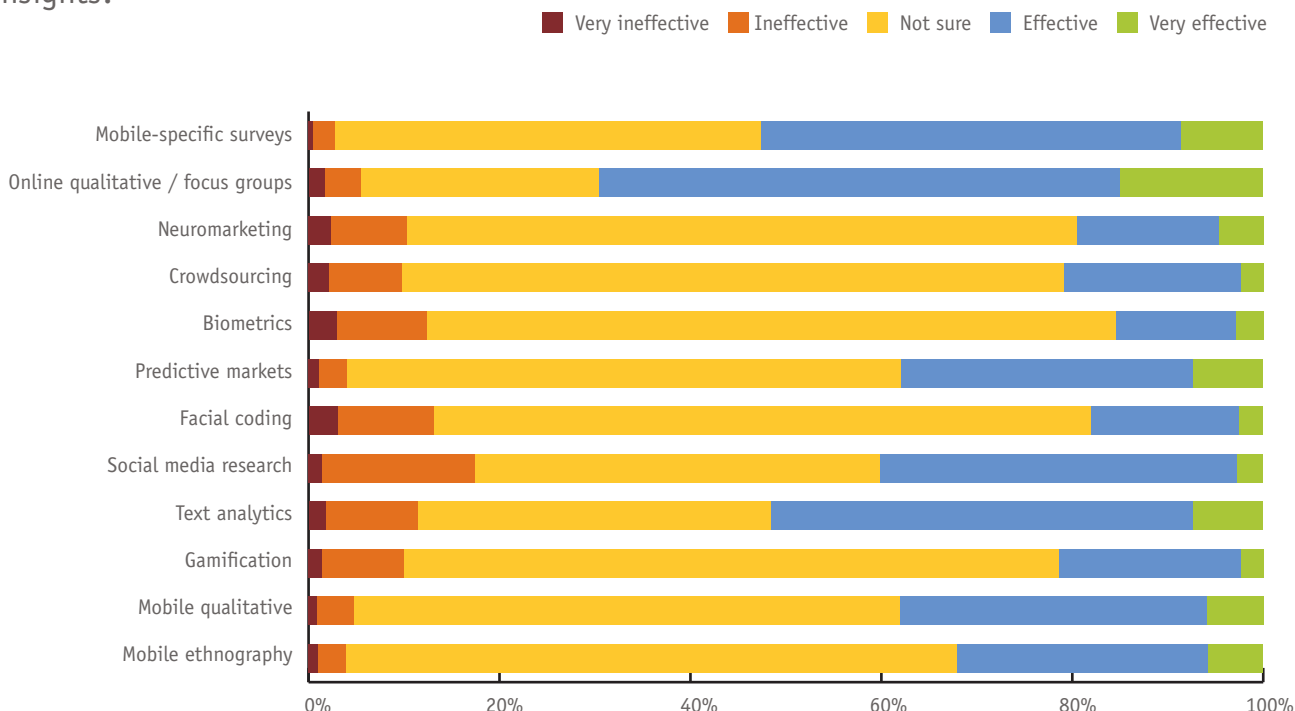
Could we have an opportunity right in front of us to not just influence senior leaders but make them enthusiastic believers in investment in the research function, showing the relevant insights MR can provide and demonstrating this in a really compelling way?

Could that opportunity be mobile in-the-moment research?

Quite shocking

Data from the Quirk's survey related to mobile research is quite shocking: Two-thirds of participants report they haven't done ANY mobile ethnography; two-thirds have not conducted

4 How effective do you think the following newer techniques are at providing actionable insights?



Two-thirds of participants say they have a “good” or “very good” level of influence within their company and three-quarters feel they have a good ability to uncover business problems using research.

mobile qualitative research and almost half have no mobile-specific surveys in the past two years. Only 5 percent say they are doing a lot more mobile-specific surveys

than two years ago and less than 2 percent say they are doing a lot more mobile qualitative or mobile ethnography. Just over half think mobile-specific surveys are effective in providing insights and less than 40 percent think this is true of mobile ethnography and mobile qualitative research. ^{3 4}

Further, researchers are less enthusiastic about mobile-specific research this year than they were last year: In 2015, 65 percent deemed mobile-specific surveys as effective in providing actionable insights; this year only 53 percent say that. This for a methodology and technology that others believed would set the research world on fire for its immediacy, its efficiency, its ability to provide previously impossible insights – and its ability to help tell the story of those insights in a compelling way.

Why has interest in mobile been so tepid? It's difficult to

believe that mobile research will not be the core of research over the next decade. Is the current state a failure on the part of companies providing mobile research services who have talked too much in generalities instead of sharing real, powerful examples of not only what mobile could do but what it has actually done? When asked what research topics demand more discussion, only 4 percent cited mobile, and one researcher commented: “I’m tired of vendors touting new and unproven research tools or methodologies. Just because something is new and cool doesn’t make it helpful with decision-making ... I’m open to new things if they can be proven to be sound and valuable.”

What do we need then to prove the value of mobile research? We need to demonstrate specifically how mobile research is uniquely suited to answer questions such as:

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- How appealing is my brand at the shelf to potential customers?
- How does my product stand out relative to the competition?
- How do customers rate my product after using or trying it relative to brand expectations and the competitive set?

Mobile works for virtual store shelf research, competitive benchmarking, IHUTs and ethnographic research because mobile adds the capacity to engage the consumer in context at the moment of truth. This moment is so valuable for companies: when the consumer runs across the product in the store, brand loyalty is established. Mobile allows us to see consumers using the product in context – in the office, on the bus, while out and about as well as at home so we get to uncover natural consumption behavior. And it allows us to do this at scale, thus combining quantitative and qualitative research.

Here are two examples:

- We asked people to prepare a taco meal at home, share the recipes and show us the finished meal. This resulted in the rich data we would expect from an ethnographic study – but at scale – allowing the brand to see consumers in different regions, across different demographics and lifestyles.
- Panelists purchased shampoo at the store, used it as they normally would and reported their experiences. Just one insight for the brand was that the cap might need a redesign because it was collecting too much shampoo residue – something unlikely to have

5 What do you do to stay up-to-date on research methodologies and techniques?



come to light in a traditional questionnaire.

Shining a light on the in-store experience is a unique contribution mobile research can make. Shoppers are not distracted by a live interviewer and thus are more likely to behave naturally. We can see from the photos and videos they upload what the shelf looks like and better understand:

- Is the brand at eye level?
- Is there a promotion?
- Does the packaging display clearly compared to the competition?
- Which are the adjacent brands?
- What is the total competitive set?
- Which products are out of stock?

All these elements vary by store. Again, the rich data combined with the capacity to collect it at scale is what makes mobile deliver. We can, for example, ask shoppers to rank their first three choices in the category from those available at that particular store – key data that is difficult to achieve by traditional means. Shoppers can upload their receipts, so we understand the product in context of the total

basket and know any discounts which might motivate purchase – at the individual store level. Mobile gives voice to a national audience, so qualitative-level insights can be understood not just based on a couple of markets but across a country or multiple countries.

If these results show us the need to share more specifics on mobile's potential, what mechanisms will work best to get the message across? When asked how they stay up to date on research methodologies and techniques, 86 percent of researchers named Webinars and 68 percent in-person events. At the other end of the scale, only 11 percent said they use Twitter to stay up to date. ⁵

Be the key?

Will mobile be the key to research gaining the respect among the C-suite we believe it deserves? Perhaps next year's results will tell a different tale. **Q**



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Qualitative research: Adapting with the needs of researchers?

BY BRETT WATKINS
PRESIDENT
L&E RESEARCH



Qualitative research is a set of methodologies with the common goal of exploring and uncovering the hows and the whys of consumer behavior. Measuring the “how much” is left to quantitative research. This is a simplification but it works as a backdrop against which to highlight examples of change in qualitative research and the environment that supports that change.

Why do we have the categories of qualitative and quantitative? These have been easy monikers to talk about the concepts of “exploration” compared to “confirmation,” “depth of insight” compared to “breadth of insight,” the “immeasurable” contrasted

to the “measurable.” But the lines between these categories are quickly blurring.

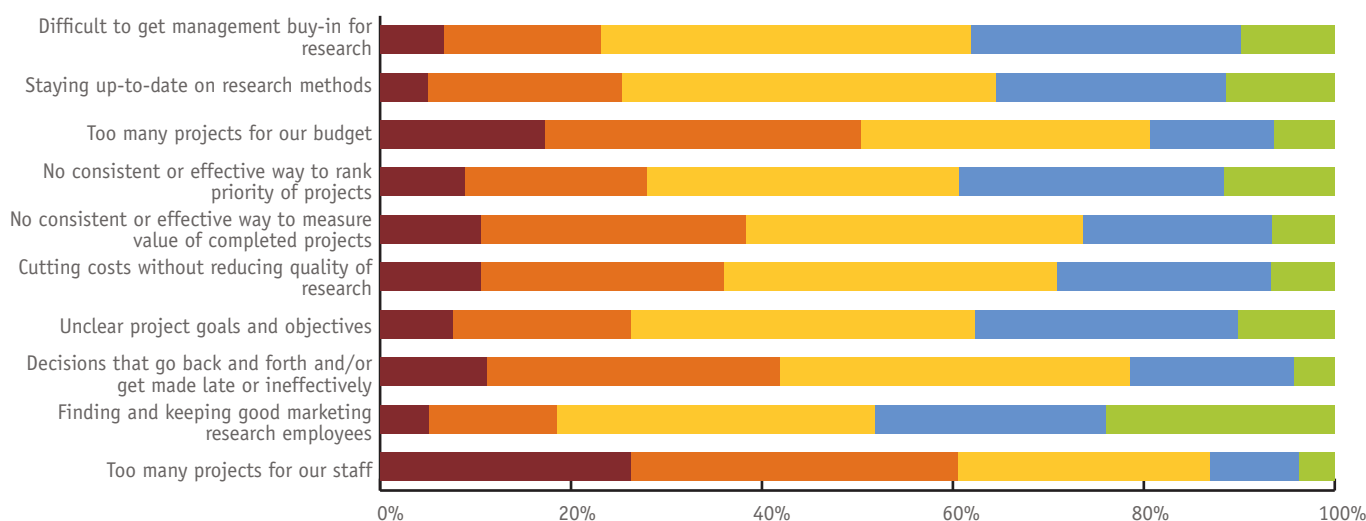
There are numerous reasons for this, but two of the main forces are business demands and the capabilities afforded by technology. Newton’s first law of motion applies

here, as a research department at rest tends to stay at rest – unless that department is acted upon by certain forces. In this case, the forces are speed, cost and the need to respond to useful information.

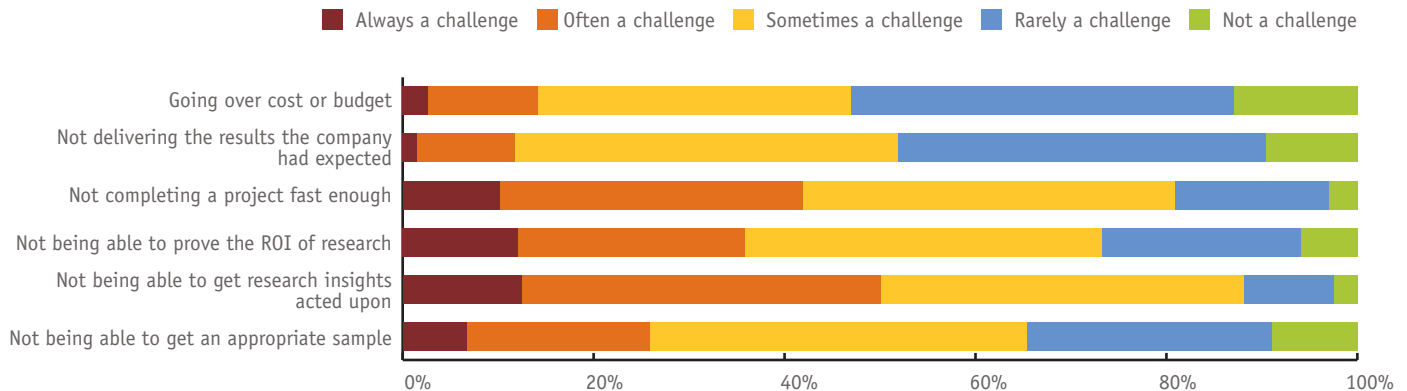
When corporate researchers were asked about their pain points for this year’s Quirk’s Corporate Researcher Report, too many projects for the staff or budget topped the list as always or often a pain point (60 percent, 50 percent, respectively). When asked about challenges, corporate

1 What are your pain points in managing and conducting marketing research at your company?

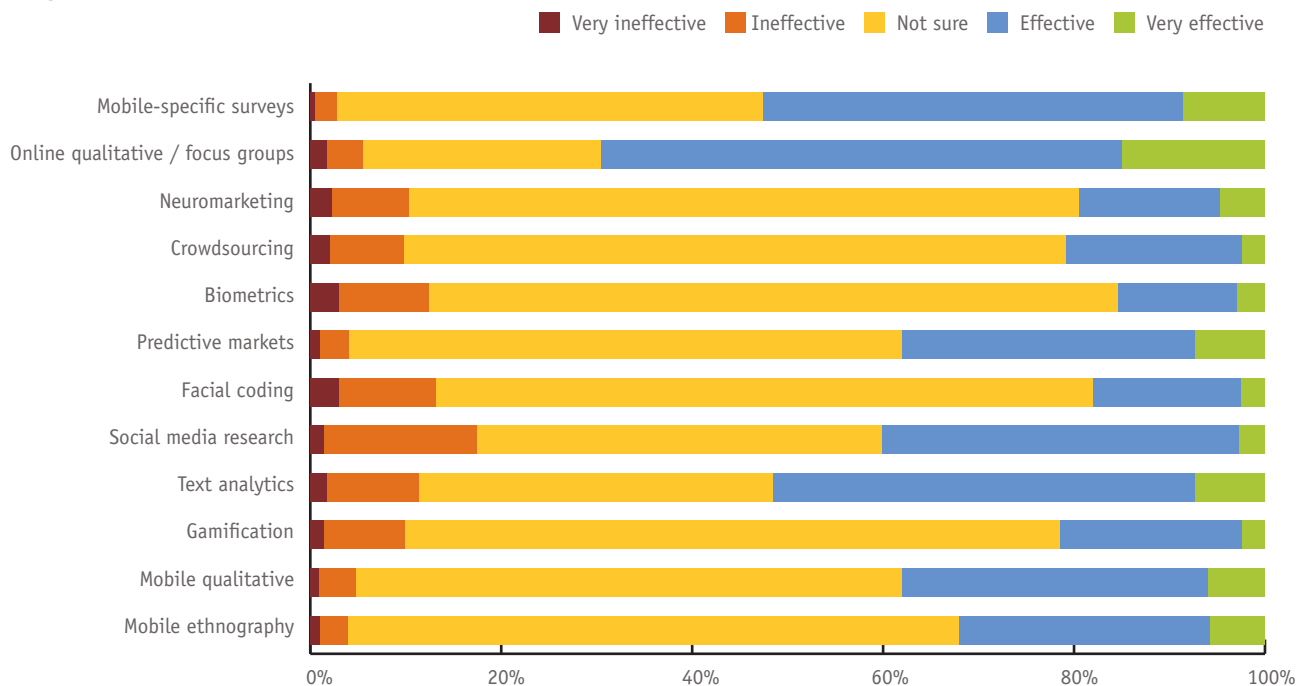
■ Always a pain point ■ Often a pain point ■ Sometimes a pain point ■ Rarely a pain point ■ Not a pain point



2 What are the greatest challenges you and your department face when conducting research at your company?



3 How effective do you think the following newer techniques are at providing actionable insights?



researchers noted the inability of insights to drive action and not being able to complete projects fast enough as always or often a challenge (50 percent, 42 percent, respectively). ¹ ²

When looking at the newer methods of research, corporate researchers view qualitative tools (as a whole) as more effective at

providing actionable insights. “Online qualitative/focus groups” are viewed by 70 percent of corporate researchers as effective or very effective. Mobile-specific surveys are second (53 percent). But the next couple are also qualitative techniques: social media research (40 percent) and text analytics (52 percent). ³

Taking the premise that actionable insights are the No. 1 goal for corporate researchers and the No. 1 challenge, and that qualitative research (at least among the newer methods) generally does a better job of providing these insights, then it is likely that more energy will be directed here.

At the same time, there is a methodological drag to qualitative research, according to this survey. The top four drivers of methodological choice for a project are: representative sample (82 percent viewed as very or extremely important), proven methodology (69 percent), speed (58 percent) and response rate (52 percent). While qualitative has never been about representation per se, the scale in some tools is pushing that of quantitative. Some of the newer qualitative tools have a good way to go before they are as deemed worthy of a wide variety of use cases but that is changing rapidly. ④

Changing the nature

Technology is changing the nature of qualitative in several different ways:

Scale: We currently have some qualitative information at the scale of quantitative – and a growing ability to analyze that information. The easiest examples are both based in text analytics; customer service information and social media analytics are able to provide some structure to the vast amounts of unstructured data available in

their respective data sources. While there are limitations – sample management, response bias, etc. – those only limit some applications. The variety of proven use cases continues to grow, expanding into consumer needs, brand management, operations and more.

Geography: The tools a respondent needs to participate in qualitative research now sit in the purse, pocket or on the kitchen table and thus geography is much less of an issue than it was before. Many of the corporate researchers who are using newer methods, such as online qualitative, mobile ethnography, etc., are doing so to take advantage of the access to consumers in the appropriate environment. Mobile, in particular, has the benefit of providing in-the-moment access in the way that was almost cost-prohibitive using other tools, particularly low-incidence or sensitive topics.

Cost: The “somewhat” lower cost of qualitative methods is also seen as a reason for switching. Several researchers mentioned the cost of online qualitative and communities as reasons for moving away from more traditional qualitative methods. This was generally

expressed in terms of travel cost but occasionally as overall project cost. Though it was not mentioned, social media analytics can be very cost-effective depending on the type and frequency of projects.

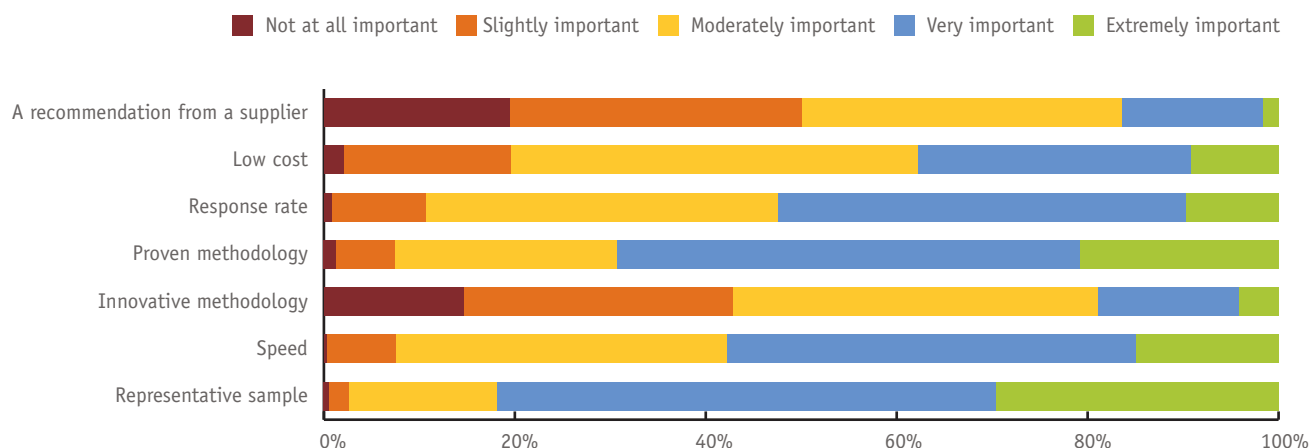
Depth of insight: Deeper information is available through communities than through other traditional methods. This is a driver of choice for a few researchers who noted that the ongoing nature of a community allows a more longitudinal look at consumers and their product issues.

Speed: Speed is one of the top two corporate researcher challenges. While technology has improved speed-to-insight, in almost all the tools mentioned to this point it is hit-and-miss. Once a social media program or community is up and running, the speed-to-insight is generally improved over traditional methods. But according to one researcher, online qualitative groups are “not a lot faster.” However, the future holds a different story.

The future of qualitative research

Recent advancements signal the future of qualitative research. Text analytics improve month by

④ How important are the following factors when choosing which research techniques to use?



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month. Several companies have had different levels of success in identifying emotional context, purchase probabilities, consumer values and a number of other frameworks that build on our understanding of consumers and their relationship to our products. Other qualitative methodologies have automated processes for understanding the emotional connections consumers develop with products and brands through imagery, metaphors and other projective techniques. Crowdsourcing has been in use for several years but new applications and technologies are able to provide deep understanding of an issue in a cost-effective and timely manner

– and at the scale of quantitative research. Artificial intelligence is making its way into marketing research. These tools have been around for a couple of years but have improved dramatically in the past year. Many of these tools measure delivery in hours or days instead of weeks or months.

In addition, we should start to see the synthesis of mobile sensors, shopping or purchase behavior and advertising effectiveness over the next year. This puts the depth of qualitative insights in context with behaviors – which is the holy grail of marketing research.

The future of qualitative research addresses the key pain points of today's corporate

researcher. The lower cost provided by technology and improved user interface will help make the most of constrained resources. Technology is also quickly and significantly improving the time-to-insights. Experience will prove the application to specific use cases. Scale will reduce the concern about sample representation. And, most importantly, the quality of insights provided by new qualitative methods has and will continue to improve. Many of the newer methods are combining the depth of qualitative with the breadth of quantitative – getting us to the how, the why AND the “how much.” **Q**

'Still very much alive'

Though its status seems to wax and wane, qualitative research is still very much a go-to method for the researchers who completed our Corporate Researcher Report survey, judging by the responses to the various open-ended questions we asked.

Here is a sample of some of the many ways readers are employing focus groups and other forms of qual:

- “ We were able to use qualitative telephone interviews to uncover learnings about one of our newer clients as they begin to market to a new audience.”
- “ Used a combination of qualitative and quantitative research to demonstrate the lack of either positive or negative consumer associations with our brand.

Senior management had a difficult time hearing this but eventually we were able to get commitment for a significant investment in consumer communication, which hasn't occurred in the last 10 years or more.”

- “ We packaged last year's qualitative learning and have used it as a presentation. Got us an audience with many client insights teams.”
- “ One or more of our product managers was very skeptical about the research process. He tended to rely on his own interviews with customers (typically the same ones all the time) to test his solution thesis. I forced his hand so he could test his solution thesis with potential end-users at some focus groups I arranged. He saw the disciplined process, the professionalism in facilitating the research and the

definitive feedback and was instantly made a 'believer.' Now, he is one of our best champions.”

- “ We've been doing phone plus Web-based qualitative. Allows you to see respondents' facial expressions and show them content instead of purely reading content to respondents. Also saves on travel costs. But still not inexpensive.”
- “ We are trying to limit the use of central location focus groups and replace with more contextually appropriate qualitative. Also look to do more observation/passive work than direct Q&A-type sessions.”
- “ Focus groups are dead ... focus groups are ineffective ... focus group are going away. Apparently not. This topic has been going round and round for years and focus groups are still very much alive.”

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Automated research: Bringing new efficiencies to corporate insights?

BY MELANIE COURTRIGHT
EXECUTIVE VICE PRESIDENT,
GLOBAL PRODUCTS AND
CLIENT SERVICES
RESEARCH NOW



The automation of market research has been talked about in various guises for several years. Many, if not all, of the evolutionary steps the industry has made have been born out of the demand for a quicker and cheaper route to enhanced knowledge and understanding to inform business decisions. The most obvious and far-felt example occurred roughly 15 years ago, when the industry began transitioning from phone- and paper-based surveys to online data collection. Data collection firms (like Research Now) pioneered the use of software algorithms to recruit and sample respondents at a massive scale and at speeds that were previously impossible. Of late, additional automation has occurred in the fields of mobile research, data analysis at a massive scale (big data) and behavioral research, to name a few. Some commentators expect that automation will continue to improve the research experience, specifically around speed.

In July 2016, Research Now conducted a survey among its key corporate buyers to gather their views on the automation trend. When asked what is most important to them in terms of automated research, real-time results (56 percent) and “instant” results (52 percent) come out on top. Also, 75 percent of the participants believe that the ability to share with others is a “must have” feature within an automated tool, eliminating the

need to do much (if any) of the heavy lifting on their own.

In the 2016 Quirk’s Corporate Researcher survey for this report, corporate clients were asked about the greatest challenges they face when conducting research: 42 percent of survey participants said that “not completing a project fast enough” was always or often a challenge. Furthermore, 58 percent of participants said that speed was either very important or extremely important when choosing which

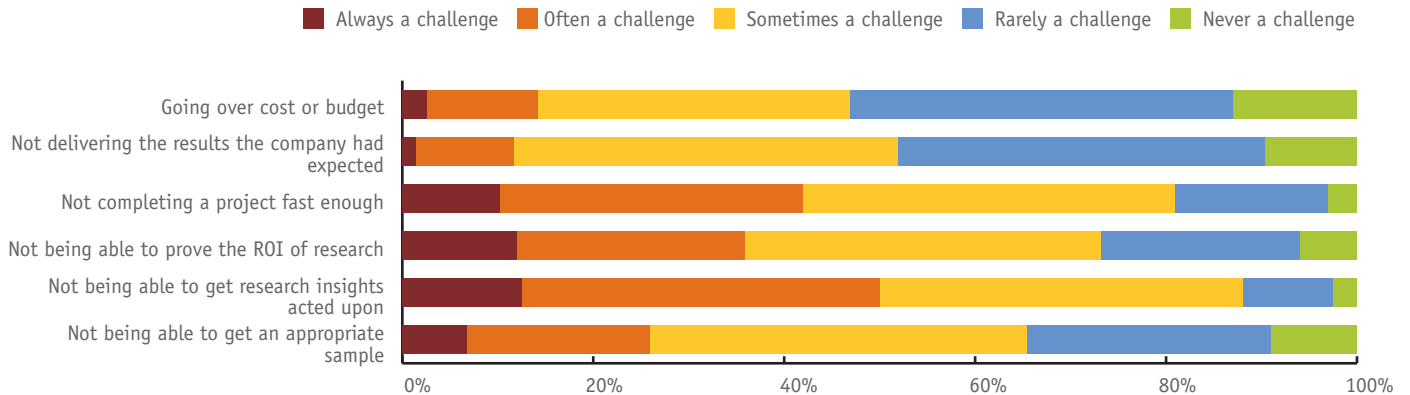
research technique to use (ranked third after a representative sample and proven methodology). Users of research want their research output quicker! ① ②

As this demand for faster research continues, efficiencies are being sought by the industry across the whole research process: design, sampling, data collection, analysis and reporting. We are also seeing research buying behavior change – the unbundling of services across the research project cycle allows research buyers to benefit from specialized expertise and, in some cases (and often with carefully considered compromise), a speedier delivery.

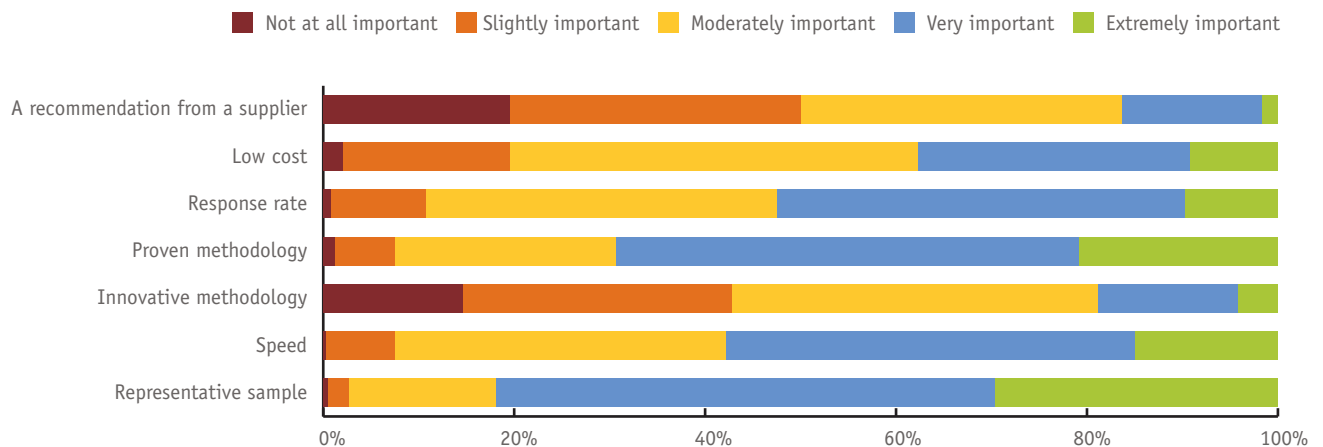
Clear opportunities

The principle of automation is for the task to be undertaken automatically, without human involvement. So, for Research Now, as a panel company, we have recognized some clear opportunities for research process automation:

1 What are the greatest challenges you and your department face when conducting research at your company?



2 How important are the following factors when choosing which research techniques to use?



automated sampling, automated survey scripting and automated visualization of data (through online reporting dashboards or tools).

One new way our clients are taking advantage of automated sampling is by incorporating their proprietary customer segments within our panel, so that they can quickly and easily target specific customer types based on their chosen research objectives. This saves them (and us!) tremendous time as we can be quite thoughtful about how we reach out to

respondents while improving qualification and completion rates and lowering our clients' costs.

An emerging methodology involving automated scripting is the use of templated, pre-built questionnaires with minimal changes from study to study, usually limited to only the specific brand or product category being tested. This process eliminates time-intensive survey scripting and ensures that the results are collected in a standardized manner, which allows for their use in benchmarking and other normative

analyses. A residual effect of this process is that it forces the researcher to be quite thoughtful in their questionnaire design, which generally results in a higher-quality data collection process. We have seen this process be most effective for recurring studies like concept and creative testing.

Of course, automated data visualization represents a substantial time and cost savings, as many software tools can quickly process complicated data files and display the results in easy-to-understand layouts. These tools

allow researchers to handle much bigger data sets and spend less time creating (or re-creating!) common charts and graphs.

We've combined various elements of the automated research process to develop Research Now Marketplace automated research, a standardized set of common research studies that take advantage of the benefits described above. To ensure we had the mind of the researcher at heart, we got our research experts together and determined the questions that needed to be asked in order to obtain the research objective for each topic, including an experienced researcher monitoring the inputs to ensure quality data will be delivered. Many other research suppliers are also experimenting with automation techniques to provide high-quality research in a quick and cost-effective manner.

A mixed understanding

Our clients have a mixed understanding of what "automated research" means to them. When we asked them to tell us in their own words, we had responses such as, "Not sure," "I have no idea," "Not sure – haven't heard the term before" and "It does not mean anything." Some consider it to be "surveys triggered by an event or at a specific time" while others believe it to be "real-time reaction from consumers."

Clients recognize that automated research is research not requiring human interaction or intervention and point to specific elements of the research process: "Automation of various areas of research that previously required human intervention, such as sentiment analysis, using text or speech analysis, to gather

qualitative information about a respondent's views."

There is also the view that automated research is characterized by a self-serve approach, as well as automated reporting/results dashboards with little to no analyst involvement. While true, we believe that automation is not always exclusive of human involvement but rather lets machines handle tedious process tasks while allowing researchers to focus on the more interesting elements of research design, insight-generation and business recommendations. When properly used, automated research techniques should make the researcher's job more fun!

In addition to there being some confusion as to what automated research might be, very few of our corporate clients can name any providers of automated research, with most people not knowingly having purchased any type of automated research. However, the majority (84 percent) of our corporate clients surveyed believe that it is very important to have a trusted and well-known panel source behind any automated solution.

As you will recall, our corporate clients mentioned that "instant" results drive the need for automated research. This is echoed across the market research industry with pressure on the panel companies to provide rapid data collection. This can be driven by certain industry segments and, in our experience, this comes from media agencies, PR firms and end-corporates. They may have different reasons for exerting this pressure and in some cases compromises have to be made; the more we can do to deliver the speed without the compromises, the better.

Respond to the demands of the market

Industry experts and commentators agree that existing market research companies and data providers need to find efficiencies and respond to the demands of the market – if we don't, someone else will. I recently heard an interesting observation that the disruptive players in marketing research don't consider themselves to be "in" market research. What industry experts don't necessarily agree on is when automation is going to make a difference. Earlier this year, for example, I was told that automation was going to be a big thing this year.

Quite naturally, changing a research technique can be hard and cause angst within an organization. Some of our clients have objected to automated research techniques due to their perceived need to customize every research project. Of course, many research projects require unique methodologies and we don't expect all research to utilize automated techniques. However, for many of the routine, recurring research objectives that an organization deploys (concept testing, ad testing, branding studies, customer satisfaction, etc.), automated research provides tremendous benefits vs. "reinventing the wheel" for every project.

Fundamentally, corporate researchers are being called on (and are calling out) for immediately actionable insight and the pressure for faster research delivery will be unrelenting. Using technology to enhance the speed at which we conduct research is essential for success in market research. **Q**

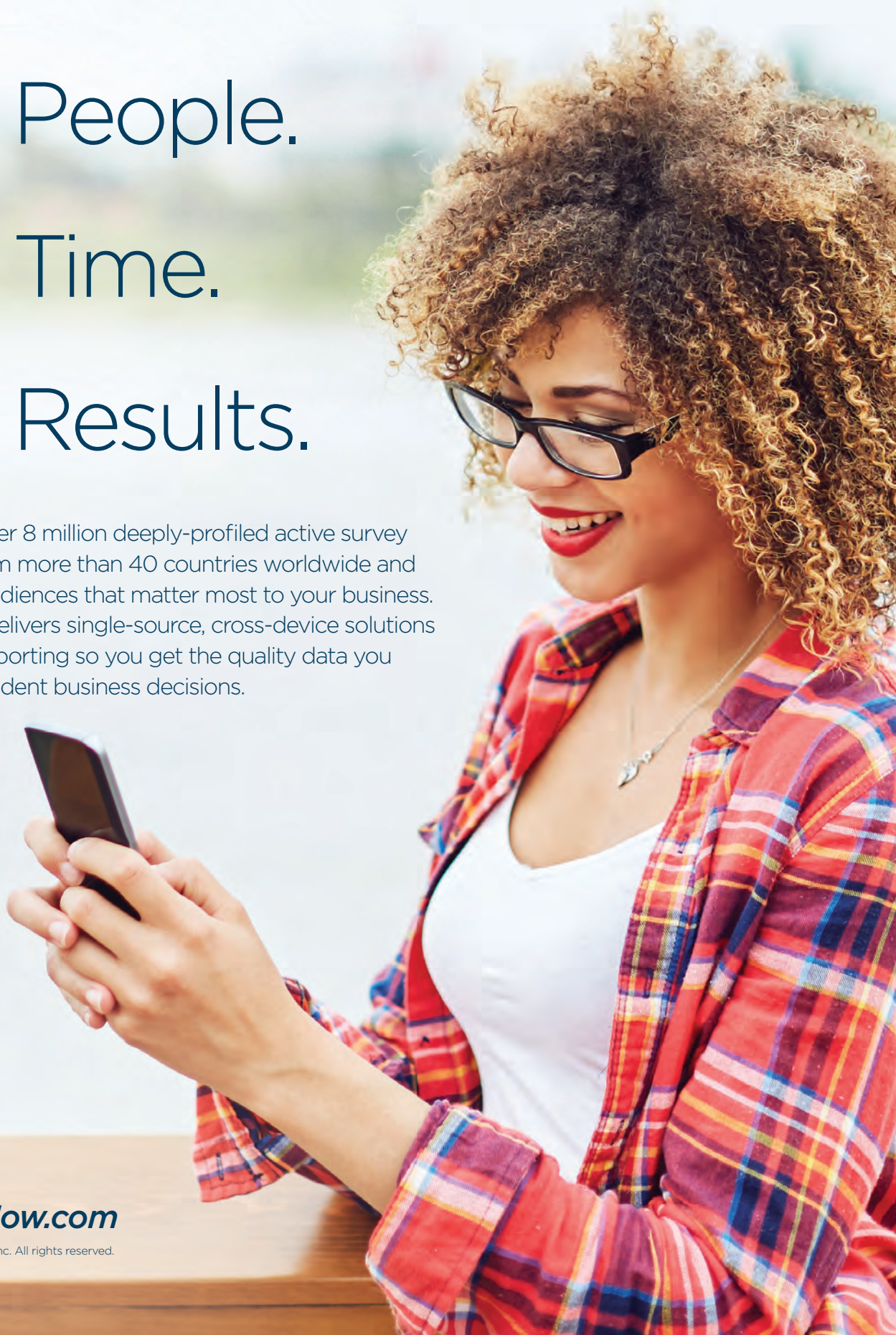


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Job compensation, satisfaction steady

The 2016 edition of the annual Quirk's corporate researcher salary survey received responses from a total of 1,290 client-side insights professionals. The ongoing study was debuted at the height of the Great Recession, allowing us to see the evolution of client-side researchers' environment. In the past three years we have begun to see a consistent trend in responses regarding job satisfaction, salary and compensation. And although many of the results are not shocking, the 2016 findings regarding gender may point to a trend to watch in future surveys, as a larger percentage of employed client-side respondents were women as compared to men, with the exception of those over age 66. For those under the age of 35, women exceeded men by more than 30 percent.

The study continues to receive responses from a wide range of industries. This year, the highest percent of respondents were employed in organizations that operate in health care/pharmaceuticals (12 percent), followed by consumer goods (10 percent), banking/financial (9 percent) and insurance (7 percent).

A range of benefits

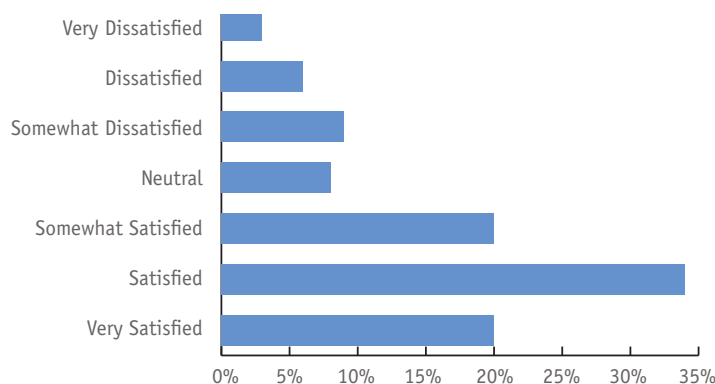
Job satisfaction continues to be on par with our recent surveys (2013, 2014 and 2015, specifically), as the 2016 data shows that 20 percent reported that they are very satisfied with their current employment, 34 percent satisfied and 20 percent somewhat satisfied. ①

The steady trend in total compensation may be one reason corporate researchers are finding job satisfaction. Less than 3 percent of respondents reported a decrease in base salary during the past year

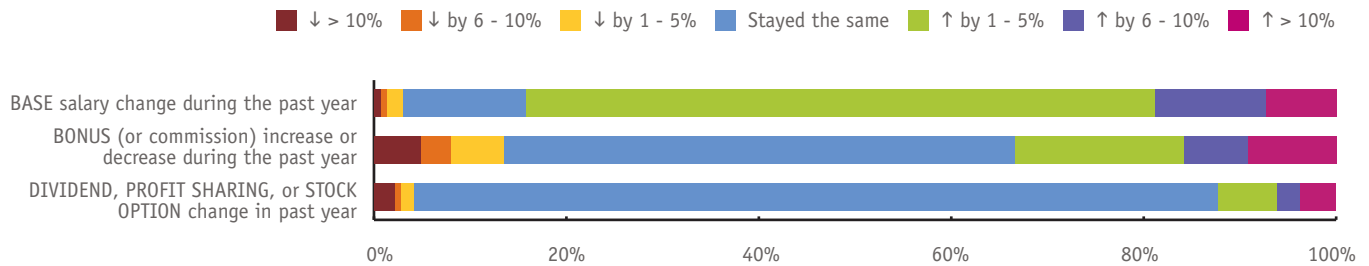
and approximately 84 percent saw an increase. Of the 84 percent, approximately 65 percent received an increase of 1-5 percent, which is generally enough to stay ahead of inflation. ②

As in previous years, we received a number of comments that highlighted the importance of non-monetary or non-traditional benefits, which often increase happiness in the workplace. We dug into this year's comments in the compensation section of the survey and were inspired by respondents who related benefits that promote a positive work/life balance:

① How satisfied are you with your current employment?



2 By what percent did your total compensation change in the following categories in the past year?



“International travel air tickets for family and discounts on major hotels, retail, entertainment, automobile brands, restaurant brands, international health/dental coverage for family and educational allowance for children.”

“(Compensation is) lower than other companies with directors at the same level of experience. Conscious choice to have a better work/life balance.”

And when it came to bonus or commission increases, although 53 percent of respondents reported no change in the last year, we received a number of comments from respondents who are finally obtaining the rewards of years of hard work:

“This is the first year anyone’s had a bonus in years.”

“We had strong company results last year which led to large increase in bonus.”

And while only 16 percent reported a decrease, several respondent comments expressed

the disappointment of stagnant or decreased bonuses:

“Raises are horrible.”

“I believe I am underpaid, making less than I did in a similar position in the 1990s.”

“Since the financial crisis, many employees in the financial services industry have experienced frozen salaries and reduced bonuses.”

“It’s crap, but that’s my fault for not changing jobs.”

Job-hopping for upward mobility

As companies continue to stabilize, and the often rocky economy remains on the path to recovery, market researchers are in a better position to pursue new employment.

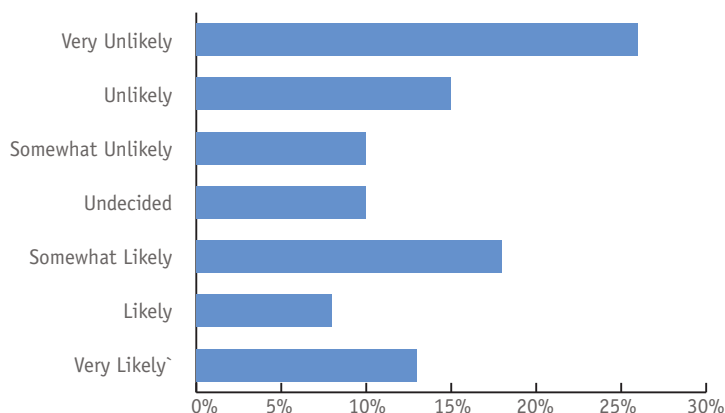
This year, approximately 39 percent of respondents said it was somewhat likely, likely or very likely that their company would hire additional MR employees. When looking at the result of crossing the question, “How likely is it that your company will hire additional market

We received a number of comments from respondents who are finally obtaining the rewards of years of hard work.

research employees in 2016” with, “How satisfied are you with your current employment,” we saw a positive correlation. In fact, 82 percent of those who reported that their company was somewhat likely, likely or very likely to hire in 2016 were somewhat satisfied, satisfied and very satisfied with their employment. This compares to a 68 percent reported satisfaction if their company was somewhat unlikely, unlikely or very unlikely to hire additional marketing researchers. ③

Researchers can bring a wealth of experience with them when changing companies.

3 How likely is it that your company will hire additional market research employees in 2016?

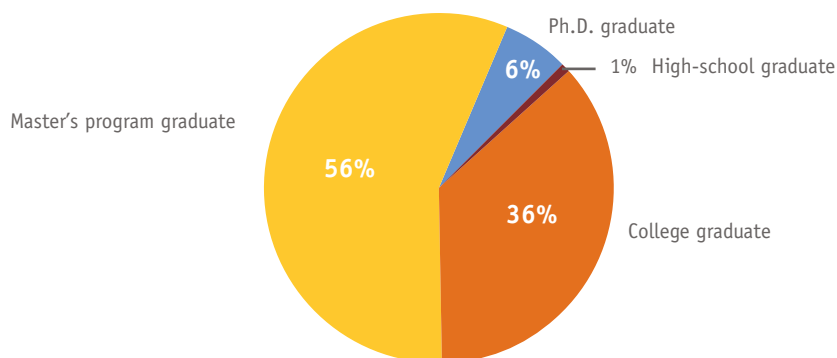


Approximately 30 percent of respondents reported 16 to 25 years of experience in marketing research. Master's degrees are also common, as 56 percent of respondents shared that they are graduates of a master's program (6 percent reported having a Ph.D.). When asked if they held a marketing research certification (RIVA, Burke Institute, Principles in Marketing Research, etc.), 26 percent of respondents said yes. 4 5

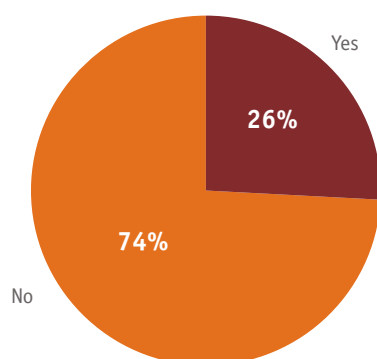
While members of their industry have gone through rashes of wanting to change jobs (2011, specifically), client-side researchers reminded us again this year of the role job-hopping has in upward mobility, specifically when it comes to pay raises and bonuses. Job-hopping is still proving to be an option for those looking for increased compensation and job satisfaction. Thirty-four percent of respondents reported being somewhat likely, likely or very likely to seek employment at a different company. Many of the respondent comments noted their pay raise or bonus was the result of an internal promotion or a change in employer:

Client-side researchers reminded us again this year of the role job-hopping has in upward mobility.

4 What is the highest level of education you have completed?



5 Do you hold a professional or industry certification related to marketing research? (Riva, Burke Institute, PRC, Principles in Marketing Research, etc.)





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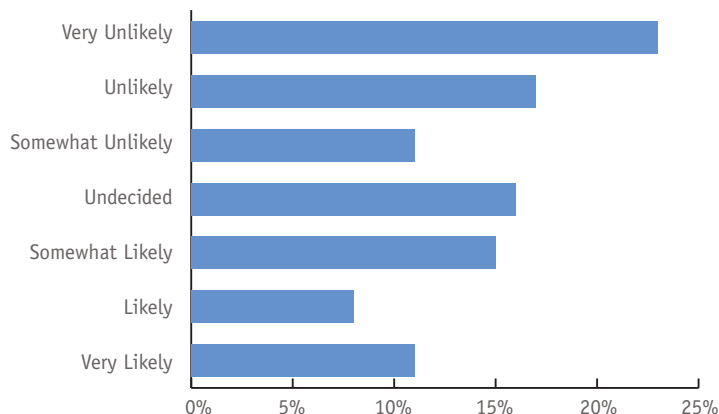
“I changed jobs to get this increase.”

“I switched jobs in 2015; my previous employer did not offer a bonus.”

When looking at the result of crossing the question, “How satisfied are you with your current employment” and, “How likely are you to seek employment at a different company this year” we were a bit surprised to find that 73 percent of respondents that reported being somewhat satisfied, satisfied or very satisfied said they were somewhat likely, likely or very likely to seek employment elsewhere. Maybe it is a case of the grass always being greener on the other side. ⁶

While we haven’t seen drastic changes in the past two years, it’s exciting to see companies are still looking to expand marketing research departments. We hope the state of the national and global economy continues to give corporate researchers more options for seeking job satisfaction, fair compensation and a positive work/life balance. **Q**

6 How likely are you to seek employment at a different company this year?



METHODOLOGY

The marketing research salary and compensation survey was conducted online from April 26 to May 26, 2016, among Quirk’s subscribers. In total we received 3,236 responses. We received 1,290 usable surveys from client-side researchers (corporate market research) and 1,627 usable surveys from provider-side researchers (market research company employees). An interval (margin of error) of 1.7 at the 95 percent confidence level was achieved. (Not all respondents answered all questions.) For complete survey results, including provider-side data, with crosstabs, visit www.quirks.com.

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6 TOP CAREER EXPERTS in Marketing Research

Finding a job or the right candidate can be a difficult and daunting task. The research industry has many special niches and categories that require different types of experience and expertise.

Once you decide it's time to look for a new job, you begin perfecting your résumé and cover letter. The process of finding and applying for the right job is a seemingly endless one and it can leave you wondering where to even begin. Luckily, there are many different recruiting companies within the research industry that know all about this struggle and are available to help connect job seekers with the careers that are right for them. The right recruiters and career

specialists can help you find your next fulfilling career while taking much of the work and stress off of your shoulders. If your company is looking for quality talent, recruiting companies can also be a great resource to finding the right professionals, whether it's an entry-level employee or a vice president.

No matter what area of market research you're a part of, or if your passion lies in quant or qual, career experts and recruiters can help you meet your career goals. They

may even find you the job of your dreams! Here is a list of companies that offer recruiting and career services.



Analytic Recruiting

FOUNDED 1980 | 15 EMPLOYEES
RITA RAZ, CEO

Analytic Recruiting continues to be the leader in the placement of market research professionals since our founding in 1980. We fill positions at all levels, from analyst to SVP, throughout the country and in all industries. Our outstanding, experienced recruiting team fills positions in consumer insights, qual/quant project management,

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Benton Search Associates Inc.

FOUNDED 1995
LINDA BENTON, CEO

Benton Search Associates Inc. has over 20 years of business experience specializing in placement recruiting the very top talent within consumer research/insights and statistical analysis/data mining. This boutique marketplace includes placement of consumer research/insight professionals, statisticians/econometricians, financial engineers, health care analysts and SAS®/SPSS® programmers at



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6 TOP CAREER EXPERTS in Marketing Research (continued)



Parallel Futures International

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Trusted Talent announces new recruiting hub just for the research industry. The hub makes it easier for talent to find positions within the industry and for hiring companies to find the most qualified candidates. Trusted Talent specializes in talent acquisition for the market research industry. As recruiting becomes more difficult for hiring companies and more frustrating for talent, industry expertise matters and technology can help. The marketplace will give control to candidates looking for positions and reduce the cost to the hiring companies. There is no charge to use the hub and hiring companies only pay if you hire talent found on the hub. Come to TrustedTalentMR.com to get started.

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Enough already! More please.

In any specialized industry, the publications and other media outlets that serve the members of that industry both drive and reflect the conversations that occur among its various constituencies. It's no different in marketing research. At Quirk's, we feel it's our job to keep our ear to the ground or our finger in the wind (pick the anatomical metaphor that works best for you) to ensure readers are up-to-date on what's happening and aware of what's coming.

Truth be told, we've always fallen more on the "reflect" side than the "drive" side, as Quirk's Founder Tom Quirk viewed the publication's role, when he started it in 1986, as a vehicle for promoting the use and understanding of marketing research, in all its forms, rather than as a personal soapbox for advancing his own professional agenda.

Still, we certainly take an active role in framing and curating discussions that are important for the industry. And with that comes the acknowledgement that we may, through the articles we write and content we publish, at times prattle on about subjects longer than we perhaps should.

So, to make sure we are meeting our readers' needs, and to give others in the industry food for

thought, we posed twin open-ends as part of our 2016 study. One asked for topics that readers are tired of hearing about and the other for topics they feel demand more attention and discussion.

Which topics could people use a break from? Big data topped the list – no surprise there, right? It was the most-cited topic, by a wide margin, distantly followed by mobile research, gamification, social media research, neuroscience and Millennials.

A sampling of other over-exposed subjects includes:

“Survey Monkey and its ease of use.”

“New ‘hot’ research techniques which are a whole lot of sizzle and not much steak.”

“Tired of hearing that the market research industry needs to innovate. What does this even mean anymore?”

“I’m tired of vendors touting new and unproven research tools or methodologies. Just because something is new and cool doesn’t make it helpful with decision-making. It’s dangerous to bet your billion-dollar business on unproven things. I’m open to new things if they can be proven to be sound and valuable.”

“Tired of hearing that the market research industry needs to innovate. What does this even mean anymore? Has anyone in the MR world done truly innovative work lately?”

- “Earning a ‘seat at the table.’”
- “Re-branding the insights industry.”
- “I’m tired of the topic: ‘Market research is out-of-touch, out-of-date and irrelevant.’”



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- “Telling a story with data. It’s just another way of saying be concise, to the point and interesting in the way you present research findings.”
- “NPS, Millennials vs. Baby Boomers (... don’t even know what happened to Gen X...swallowed up!?). Millennials in general!”
- “The Customer Experience.”
- “Big data and predictive modeling are useless. Actual data source and the analytical tools (mathematical methodology and software used) used are of more interest, as well as live and recent robust examples of impact and success.”

What’s being overlooked? More than a few B2B researchers said they are tired of living in a B2C researchers’ world. There were multiple expressions of angst over declining response rates and what to do about them. A few NPS-haters chimed in, naturally. But in general, the comments on the topics deserving more attention truly ran the gamut. MR vendors, conference organizers and media outlets, take special note:

- “More innovative but effective question formats (e.g., q’s need to be simpler on mobile but what are actually some good ideas where you can get a lot of learnings from a q but it’s still easy for consumers to answer?).”
- “Text analytics – technology has advanced and makes this much easier. Would like to hear more about sentiment analysis using text analytics.”
- “It’s all good. I like to hear about it all. I don’t yet see how the facial coding and biometrics will help us, so

I guess you can say I need to see more discussion about it. Behavioral econ may be a bit old for a ‘trending topic’ but I’m probably behind the curve and need to learn more about this.”

- “Innovative in-person research questions and studies. Does not have to be a brand-new methodology but perhaps different approach or way of asking.”
- “Data visualization and storytelling. Or at least vendors need to be aware of these topics.”
- “Passive measurement techniques, biometric and neuro methodologies.”
- “How to integrate research into agile development methods. The role of MR compared to VOC, data analytics, etc. Is statistical reliability relevant anymore?”
- “Feedback about good and bad vendors for different industries and types of research. Is there a star-rating system that insights professionals can fill out about different vendors? Would love to know who I should go to for work in different industries/methodologies.”
- “How are new research methodologies being validated as accurate and effective? Is anyone doing post-mortem work to understand if the research proved to be a good predictive tool?”
- “Creative deliverables. Why are NO suppliers making more of an effort to produce deliverables that are aligned to current business needs? (OK that’s half-true. They say they do but in my experience, it is still a fight to get it done. Only one supplier I know of has done this successfully and it has not been for all types of deliverables.) Slide decks featuring a series of charts

– NOT HELPFUL. I spend almost as much time cleaning up decks as I would have spent if I just created them myself from scratch. Digestible, clean, straightforward information – TOTALLY HELPFUL. Research partners need to allocate more resources to clean, elegant deliverables that provide absolute clarity to business stakeholders. Anyone want to start a new research company with me, called ‘Kick-A** Deliverables’?? I’m serious, call me.”

“Journey-mapping, in particular how to incorporate the customers’ perspectives. How to get beyond talking about infrastructure and data management regarding big data and get to predictive and prescriptive analytics. Practical aspects of storytelling. (Have already heard about building a story arc.)”

“Managing research departments in an era of DIY research where others in the company do their own surveys incorrectly.”

“The value of immersion, especially on the front end of innovation. Crowdsourcing information versus traditional research techniques, especially as it relates to tracking data such as IRI/Nielsen. Over-surveying –

“Nearly 20 years in this industry and MR companies still struggle to deliver user-ready reports and deliverables.”

with the software today, anyone can write and deploy a survey so there’s a lot of bad research being conducted. I think it’s going to be the death of good surveys.”

“How to *not* present a databook as a report.”

“Stopping the use of NPS. It should not be used as a single metric, it’s a nightmare to model and tells you nothing about what you need to fix.”

“How to make the most of the data you have. What is truly an ‘insight’ versus a ‘finding’ or simply validating something a client already knew. Go back to the old discussion: How can meaningful, relevant action

be identified in the research being done? And why are MR partners so bad at this? Nearly 20 years in this industry and MR companies still struggle to deliver user-ready reports and deliverables. It seems clients are always stuck doing considerable ‘rework’ before they can use whatever the MR company gives them. Stop trying to innovate and get back to core basics: quality, true insights and truly helping clients address business issues.”

“Behavioral economics – realizing that asking people things is dangerous in terms of actually predicting what they will do!”

“The further development of well-proven techniques that really connect with the subconscious of the consumers to even better understand what triggers an action and WHY. We need to bring back again more WHY techniques.”

“Not sure. Sorry, not much help here. It’s the end of the day. I think I’m fried.”

As Ron Burgundy would say: Thank you for your honesty. **Q**

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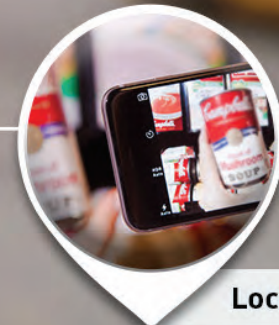
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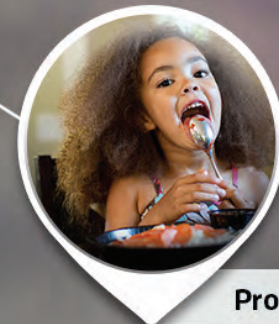
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