THE Q REPORT

CORPORATE RESEARCHER REPORT 2023

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

QUIRK'S MEDIA

WELCOME TO THE TENTH ANNUAL Q REPORT!

The Q Report work life and salary and compensation study of end-client/corporate researchers is based on data gathered from an invite-only online survey sent to pre-qualified marketing research subscribers of Quirk's.

We want to thank all of our client-side readers who took the time to complete the survey and provide their candid thoughts!

The survey was fielded from May 24 to July 10, 2023. In total we received 1,969 usable qualified responses, of which 707 were from end-client researchers and used for this end-client report. An interval (margin of error) of 2.17 at the 95% confidence level was achieved for the entire study. (Not all respondents answered all questions.)

The purpose of the Q Report is to give corporate researchers 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.

In this edition, we will focus on the changes respondents said they foresee their organizations making related to marketing research in the coming year; the areas in which they would most like to improve communication with internal departments and stakeholders; their thoughts on why stakeholders have not included the insights function in important business decisions; and their assessment of the available marketing research tools and methods. Elsewhere in this issue we look at some job- and employment-related topics around work satisfaction, hiring plans and the importance of workplace flexibility.

In the coming months we will draw from Q Report survey findings to explore topics such as readers' thoughts on generative AI, their organizations' abilities to understand their customers, their use of outsourcing and how their insights departments are structured. So be on the lookout!

We hope you find this information useful. Please let us know how we can make future Q Reports more informative and valuable to you!

Sincerely,

Joseph Rydholm
Editor
joe@quirks.com

THANKS TO OUR CONTENT PARTNERS FOR SHARING THEIR INDUSTRY INSIGHTS:

SyncScript explores what AI *doesn't* do for research.
Glass shows why agile research isn't a replacement for know-how.
Glimpse covers lessons learned from generative AI.
Echo Market Research focuses on finding the right research participants.
Tremendous looks at respondent incentives.

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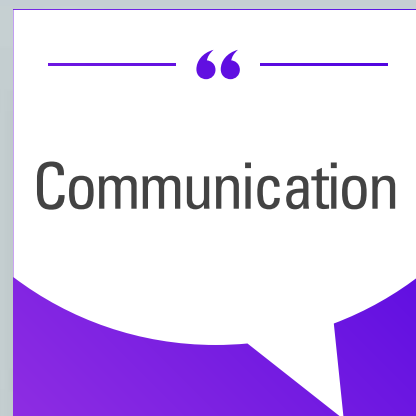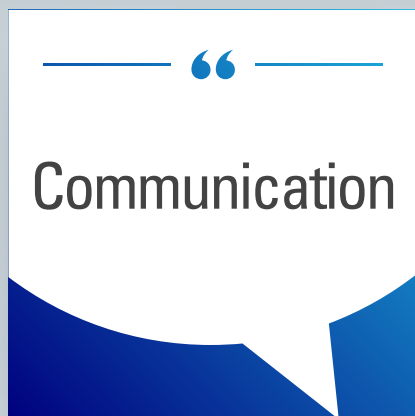
Communication

FIGHTING THE GOOD FIGHT

Better communication seen as key to defining, enhancing researchers' role and internal standing

By Joseph Rydholm >> Quirk's Media

For this, our tenth annual Q Report, we are shaking things up a bit! Instead of presenting all the data in one issue, we're going to spread our coverage out across the magazine and our digital outlets over the next several months, starting with a regular Q Report feature in each bimonthly issue of the magazine and some occasional Quirk's e-newsletter articles as well. In the next issue of the magazine, for example, we will look at the responses to our question from this year's survey about respondents' plans for using generative AI. Early-2024 issues will cover topics like outsourcing and vendor communication.

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(Not all respondents answered all questions.)

For my annual overview piece, we will focus on the following: the changes respondents said they foresee their organizations making related to marketing research in the coming year; the areas in which they would most like to improve communication with internal departments and stakeholders; their thoughts on why stakeholders have not included the insights function in important business decisions; and their assessment of the available marketing research tools and

methods. Elsewhere in this issue our team will look at some job- and employment-related topics around work satisfaction, hiring plans and the importance of workplace flexibility.

We've always viewed the Q Report as more of snapshot in time than an assessment of the state of the industry. Our goal has been to give readers a way to benchmark their situations and experiences with those of their peers and also provide a forum for them to express in their own words the highs and lows of working in marketing research. If there are topics you'd like us to cover or questions you'd like us to ask in future Q Report surveys, please let me know at joe@quirks.com.

What's ahead in the coming year?

Two alphabetisms were common response choices to the question about the biggest marketing research-related change readers foresaw their organizations making in the coming year: AI and DIY. The AI responses typically were quite short – often just "AI" – with most centering around incorporating AI in some unspecified manner – a vagueness that's understandable given AI's newness and the lack of clarity surrounding its potential use and impacts.

On the DIY front, researchers' definition of DIY seems to have morphed from one that used to refer to rogue internal clients sending out surveys on their own without consulting the insights team to a definition that basically means "we're keeping things in-house."

Budgets were slashed this year, meaning very little ad-hoc, strategic work will happen unless internal clients

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> *"'Keeping things in-house' is an understatement. As an increasingly data-driven organization, in-house even means playing a supervisory role with external research partners to ensure that we're integrated and building on previous work, wherever it was performed. Getting ultra-specific to our business context means it's harder for vendors to get away with off-the-shelf approaches. We want something uniquely for us and we're going to be hands-on about it."*
>
> **BESSAM MUSTAFA**
> DIRECTOR, FAN INSIGHTS
> TORONTO BLUE JAYS BASEBALL CLUB

have funding. We are mainly focused on core research surrounding product development and communications and brand health. We continue to do 90%+ of the work DIY.

Doing more and more quick, agile projects with a DIY aspect and fewer larger full-service projects.

Trying to do more agile market research – perception is that market research is slow/slows down innovation.

In that same vein, automation was mentioned several times, adding to the general sense that respondents are having to work quickly and efficiently to keep up. No themes emerged from the comments to shed light on what's driving their focus on speed and efficiency. In past years it's been down to the old "better, faster, cheaper" mantra but this year it just feels like researchers are under the same strains affecting those of us living in this digital age: everything everywhere all at once.

We are constantly pressured to automatize our work and provide quicker results but also a wider perspective. In this regard, we are pushed to work more often with big data rather than do research from scratch. Also, we are encouraged to adopt as many things that are presented as being innovation or emerging tech.

Another notable change is a movement away from mass surveying and its anonymous outputs and toward more personal forms of data-gathering, chiefly qualitative research-based, which offer the twin merits of immediacy and vitality. After all, nothing brings a consumer segment to life better than a video clip from a one-on-one or a focus group.

Likely moving away from traditional feedback surveys and moving towards qualitative (IDIs) with customers. Definitely moving away from a big market/competitive study.

Emphasis will be on getting authentic video content as opposed to purely large-sample-size quant studies.

Still, not everyone is seeing qualitative approaches win out.

Sadly, I think current trend will continue – less deep ethnography and robust qual to deeply understand customers and more monitoring of buzz, aka "real-time insights," which aren't true customer insights at all, just a bright shiny superficial appearance of customer "closeness" that creates a ton of busywork and churn but is useless for making critical strategic decisions.

Also, more interest in being predictive rather than reactive.

Anticipate trends and translate them into a competitive advantage, use big data to generate insights, look into generative AI.

And in the spirit of "a journey of a thousand miles begins with a single step," one hopeful soul offered this assessment of their biggest upcoming change:

We expect to conduct research for the first time in several years.

There were mentions of hiring more staff (yay!), getting innovative by adding new tools to the toolbox and some plans to move to or incorporate non-research-gathered forms of data:

Pivot from original market research to CX, social media listening, mining complaints data, etc. Elimination of research-based approaches, looking to replace with transactional insights.

We are making increased efforts to integrate our market research data across functions and with other types of data (operational, social media, complaints and grievances, etc.).

As always, budgets loom as a concern.

Cost-cutting; fewer big projects; cheaper surveys. No longer understand what it takes to get true insights, not answers to basic superficial questions.

I'd like to be part of the strategic planning and budgeting process. Failures to budget and understand what is involved in doing research correctly (and the steps involved and the time it takes) are prevalent.

But on the flipside, there were reports of expansions of the marketing research budget!

We are heavily investing on our ability to more strongly evangelize our research, connecting the dots on CX and CI, building out a team to support a new line of business that is the future of the company, hiring talent and training to help us think long-term. More than one thing but there is a lot going on within our team!

How would you improve communication?

We asked respondents to think of a time when internal stakeholders didn't include the insights function in important business decisions and gave them a list of possible reasons. At 26%, lack of awareness of the insights function's capabilities was the top choice, followed by stakeholders using other internal data to understand the issue (21%), the insights function being viewed as too slow (16%) and stakeholders not seeing the value in gathering customer feedback (12%).

How do you turn the tide on all of the above? Better communication!

We asked readers an open-end about the areas in which they'd most like to improve their communication with internal audiences and stakeholders. A critical part of communication, of course, is language and in reading through the verbatims it's clear that, just as politicians (or, more correctly, their consultants and PR handlers) have become masters at using language to frame issues (Republicans say "illegal aliens," Democrats say "undocumented workers"), so too might it benefit researchers to listen to and try to change the ways marketing research is talked about within their organizations. For example, instead of being used to kill ideas, research is for reducing risk; rather than a cost on a balance sheet, research is an investment in success; using research to bolster decision-making is smart, it's not an indication of weakness.

Most just want to use their gut. Some see the need for research as a sign of an inability to think for themselves.

Whether it's for new product development or testing an ad campaign, several readers said they'd love to drive home the point internally that research should be seen as part of the process, not a late-stage afterthought.

I would like to do a better job of conveying the importance of including insights early in the decision process and starting with survey objectives and a data analysis plan. Too often, stakeholders e-mail me a Word document with a list of questions and ask me to do a survey.

Need to get in the cycle earlier instead of finding out about projects/changes late in the game.

Need to increase awareness of insights team so we are seen as the first step in any process to gather customer insights or develop products.

AGILITY IS NOT A REPLACEMENT FOR KNOW-HOW

By Lauren DeRaleau
Head of Research and Strategy, Glass

Rapid iteration is powerful and freeing. Psychologically alone, it's incredibly effective at unlocking the overwhelming task of getting it perfect and instead freeing us up to try something, evaluate it and then tweak it for the better.

Long before the research industry fell in love with the word "agile," the tech industry was already there. Software development, working cycles, thinking and evaluation strategies focused on agility, with a respect for progress and speed above having the end goal fully visualized.

In a time of "doing more with less," anything that allows for that speed, price and efficiency wins. So, it's not surprising that we've excitedly adopted the concept of agility into our research. Learning as you go, not being caught up in red tape as you work, having answers soon after you have the question – that's powerful stuff.

I'm not sure, however, that we spend enough time talking about how risky it can be.

Rapid iterative research, fast feedback loops for directional answers – these aren't new. These have long been used to complement the business process they're informing. Within the past ~three years, I've seen the concept of "agile research" used increasingly as a solution to the bureaucracy, cost and slowness that bog down company innovation and decision-making processes. In some of these cases, instead of becoming a powerful tool, "agile research" starts to take over the whole toolkit.

As researchers, we know not all answers are created equal. Rapid information can be incredibly disorienting without the right context. Having an "answer" can be very powerful – whether or not it's the right one.

I had a brainstorming session with my team on all things agile research. What we spent our time discussing boiled down to three major themes:

1. **Agility requires the freedom to change direction and use multiple tools.** One of my team members had the experience of her past company "investing in an agile research platform." This unlocked a great tool and inspired new working styles but the subscription cost also meant less ability to afford other tools and there was a push to use this new platform as much as possible to prove the ROI. We wondered, if a significant upfront platform investment is required to do agile research, how agile are you left being across your research and decision-making toolkit?

2. **The fastest route to information and answers is to have them already accessible.** Building the ongoing research programs (e.g., CX, tracking, syndicated) that put pertinent information at-the-ready, while not agile systems themselves, are key enablers of an agile workplace. Setting up ways to get those ongoing insights in the hands of decision makers enables improved decision-making instantly. Democratizing the data and insights already available is something we talk about a lot

as an industry but maybe not as much as we should within the framework of agility.

3. **Having access to tools that give fast answers does not work if you're not asking the right question.** The breadth of methodologies we use as a research industry evolved because different questions need different approaches to get the right answer. And some decisions can't be informed by a traditional "question" at all!

So, at Glass, we're trying something different. We're making a bet that removing the expert – yes, a human one – isn't the only way toward a lower cost and faster timelines. What that looks like, for us, is:

- Technology that enables speed and cost savings, when paired with the strategy of an expert researcher, is incredibly effective – and can be incredibly agile.
- The ability to do true custom research so the work matches the needs and doesn't restrict the best possible approach.
- No subscription or platform fee so we're a tool in your toolkit and not forcing you to give up the choice of another tool that better serves another project.

Every company wants to be agile. Let's keep thinking on how research and insights best enable that.

Glass

www.useglass.com

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> "It can be overwhelming to feel like you have to convince an entire organization of the value of insights. If you can focus on illustrating that value to one or two partners, they can help evangelize and become advocates for the role of insights within an organization."
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> **RACHEL PRUITT**
> DIRECTOR, ENTERPRISE INSIGHTS
> OPERATIONS & CAPABILITIES
> TARGET

And a big aspect of doing that is trumpeting far and wide the reasons why internal clients should WANT to get research involved at the outset.

Ensuring they understand our capabilities and value-add and the importance of including us at the very beginning of the process.

[Need to communicate internally] about the breadth of our capabilities and the varying ways in which insights can improve outcomes and decision-making.

While we have strong CX buy-in from our highest-level executives, I think on occasion some leaders fear that the CX/VOC data will show a result that works against what they really want to do for revenue or other purposes. While we've done a good job of show-ing that we have the best interest of the company and other departments in mind, I think anything that would help us continue to prove that we are a partner and not a barrier would be beneficial.

How do you do that? Readers have some ideas.

Continued conversations with as many stakeholders and departments as pos-sible.

We have a fairly good approach to communicating value. Global blog posts on our function and lunch-and-learns seem to work.

Increased dashboards and data visu-alization tools for stakeholder teams, streamlined reporting.

We meet quarterly with executive team to update on projects and trends.

More work needs to be done on story-telling, providing recommendations and helping push forward change based on insights.

Get them to see that research (because we are a separate P&L) are not "tak-ing" client's budget from them; we are hoping to build client's spend over time so everyone gets a bigger slice of the pie.

Related, our survey respondents talked about the need to commu-nicate that saving money by NOT doing research can end up costing a lot of money in the long run when untested products or services fail in the marketplace.

Budget constraints are big here this year. Not sure how to communicate that making decisions without con-sumer primary research can be a poor choice if we are relying on subjective internal opinions.

The importance of customer feedback and how much more effective our fea-tures/efforts could be if we grounded them in solving for a customer pain point.

Demonstrating that there are time-saving cases for using market research to gut-check creative decisions. Not all research has to be traditional or ar-tisanal to get actionable results – I'm always looking for something that is flexible and fast.

Though of course there are situ-ations where research IS the final say, putting the researchers in the unenviable role of dream-killer.

Honestly, I would like to not have to say "no" to so many poor decisions. (Some colleagues call me Dr. No.) But the research data brings a lot of bad decisions down to Earth.

Some place the onus on the researcher to bust out their commu-nication skills to prove their value.

My unique situation is dealing with stakeholders that are desperate for re-search (they have seen the value since a lot of these individuals worked for sophisticated [tech] organizations) but sometimes they lack the understand-ing of what research can and cannot be used for.

Sharing more of our capabilities and bringing them up to date on the fact that research investments don't have to cost so much and don't have to take so long. There's a lot of misinforma-tion about these things.

Pulling consumer understanding/insights through from marketing/

media/creative all the way through to sales results for sales organization to leverage as evidence!

Sharing less data and more data-driven ideas.

Researchers can also further their own cause by doing the detective work to investigate how the company functions, who is in charge of what, etc.

[It would help to have a] better understanding of my employer's complex org structure to know who to make aware of insights capabilities; better understanding of what pockets of research already exist in the company.

Need better understanding of other department needs and how the insights function can help them so that a "sales pitch" can be developed from making those connections.

Despite their best communication efforts, sometimes the audience they're trying to reach simply isn't interested in what they have to say. Many responses fell into the "it's not us, it's them" category, with the "them" most often being the folks in marketing.

I think the problem is not about improving communication from my side or my dept. The real issue is that our company is too marketing-oriented, meaning that the marketing dept has a very, very hard time accepting that consumers do not like their ideas or proposals. Marketing people are not able to critically reflect on their work.

Marketing dept is full of lifers who don't want interference with what they decide to do. Most uncooperative dept.

Stakeholders don't like when data shows that they are performing poorly, so they prefer collecting their own metrics that make them look good.

And sometimes there's only so much one person (and many insights functions are just one person!) can do.

It's a bigger issue than me. We need an overall ethos change in which research is valued and operationally inserted into product roadmaps and every department's strategic plan. It's not up to me to singlehandedly fix a system that is by and large ignorant of research.

It would just be nice to be able to see action based on our research findings on the innovation side of things. We tend to be classified as more reactive than proactive and when we are proactive, it is not well received.

Stakeholders have a vested interest in "leading" decision-making – even though we purport to be an "insights-led" organization.

But thankfully, for many respondents, the communication work they've already done has things working pretty well.

I think my company has good communication among internal departments as it stands. For the most part, the insights function is viewed as important and we are included in business decisions.

We have a solid, trusting relationship with our other departments. If anything, they would probably love to receive more insights from us for inclusion in decisions.

My company has complete buy-in for the consumer insights function – they don't make decisions without it.

My insights department is very visible and utilized by C-suite executives on a regular basis across the entire organization. When we are not used for something, the failures of the campaigns are corrected by the insights team and ROI is proven.

How effective are the tools and methods available to you?

It feels like we are at an inflection point with marketing research tools and technology, with the impacts and capabilities of AI being explored and defined right now. Will AI fundamentally alter the marketing research process? Or will it join a number of other supposedly game-changing tools that were buzzed about and then faded?

We asked an open-end about the effectiveness of the tools that researchers do have at their disposal and what capabilities the respondents feel are missing from them. Overall, the researchers said the current tools are effective but a majority of the comments were of the yes-but variety, expressing some variation of the view that the tools and methods are fine but there's not enough time, budget or staff to get the most out of them.

I think there are a lot of great tools to deeply understand consumers but it does take time to do it AND communicate effectively, in a storytelling way, across the organization. I strongly believe that AI will enable us to accelerate and improve.

Every day my consumer insights department is getting better and better at knowing who our customers are. Figuring out products that are avail-

> **"We are exploring ways to incorporate AI algorithms to draw broad insights from disparate data sources. This will help automate some aspects of our workflow to free up time for more fine-grained analysis."**
>
> **KURT SCHUEPFER**
> SENIOR MANAGER, DATA SCIENCE,
> GLOBAL INSIGHTS & ANALYTICS
> MCDONALD'S CORPORATION

able to us that we can use is our biggest challenge, [along with] doing research with a limited number of personnel. Not enough hours in the day.

They're effective … but our corporate overlords are too cheap to pay for them.

We are 90% DIY. There are three of us. It can be overwhelming to get everything done. Efficiency with one tool suffers when I need to switch gears and work with a different one, e.g., quant then qual and then develop report/presentation and socialize. I sometimes need to relearn functions within platforms as I go back and forth quite a bit.

Some comments were reflective of the niche the respondent works in:

Our targets are typically older, less affluent and in poor health, making it harder to engage with them digitally.

Other high-touch methods (in-person, phone, etc.) are not always practical.

My struggle is that I need something that is defensible to federal clients (who have concerns about data privacy) but is also lean and nimble enough that I'm not soaking my budgets with several-thousand-dollar costs outside of labor. We're contractors, so those are things we have to "eat." The time spent on less-efficient but cheaper tools can sometimes be offset by the fact you can bill that time.

I think there are a lot of great tools for product marketers and market research. But when it comes to non-profits and charitable giving, the tools don't quite fit or are way out of budget.

As a B2B organization, decision makers prefer face-to-face interactions with key decision makers and that is difficult to replicate with formal market research.

And as with previous questions in previous Q Report surveys, worries about response rates, sample and fraud were commonly expressed.

I mainly question survey respondent quality. The traditional survey panel method/online 15-minute survey feels very outdated but I have found few viable alternatives. Some exist but get very costly when you need meaningful sample size.

[Tools are] somewhat effective but open to great risks associated with bots, fraud. We need better representation of our customer base and the market that's quick and cost-effective but also with controls building to reduce the risks of fraud.

I think the capabilities in the industry are broadly there and evolving at the same time. My take is the industry evolved in a way that capabilities are less about solving specific problems and more about emphasizing bright and shiny objects. And sometimes, the level of investment does not match the business importance of the research objectives.

Also a variety of comments along the lines of "the tools are fine; the organization's the problem."

We should be able to understand natural language from customer feedback instead of using closed questions. Some of the main problems/pains are not listed or don't represent customers' feelings and it takes time until we

> **"Understanding the implications of new tools is a primary way that vendors can prove their value to client-side researchers. It doesn't mean they have to develop new tools but they must develop a point of view so that they can counsel the client-side on what is worth the cost and what isn't ready for prime time."**
>
> **CLINT JENKIN**
> SENIOR MANAGER, CORPORATE RESEARCH,
> GLOBAL BRAND MARKETING
> VANGUARD

REAL BUSINESS LESSONS FROM THE GENERATIVE AI FRONTLINES

By Neil Dixit
Founder and CEO, Glimpse

By Adam Bai
Chief Strategy Officer and Chief Client Officer, Glimpse

From one point of view, the generative AI mania has already crested. But in the research, marketing and content creation spaces, the real drive for adoption at the team and organizational level is about to begin.

Organizations will soon begin making important decisions based on recommendations from large language models (LLMs). They'd better be sure that those recommendations are based on sound foundations and proven techniques. One problem: LLMs are simply not configured right out of the box to help researchers, marketers, advertisers and creators develop actionable insights or differentiated campaigns.

Why? Generative AI is a predictive technology and its training data sets in our industry are sometimes outdated or limited. Outdated because the training data isn't updated frequently enough to meet the needs of professionals. Limited because training a model on publicly available internet chatter means ignoring all the opinions, emotions and behaviors that aren't easily scrapable from public sites and platforms.

Without additional relevant first-party data to pull from, it can lead to unrepresentative recommendations, strategically misleading suggestions and even biased or discriminatory outcomes. When drawing on the immense power of LLMs, Glimpse always layers in high-quality, first-party, representative and real-time data, using a set of proprietary (and extensively tested!) techniques to build context around the prompt.

Our clients benefit from this added context as they use the platform to analyze data, create topics and nuanced summaries, generate key messaging (tailored to the needs of particular segments and personas) and generate personas to help them answer the questions that matter.

Client case

Wells Fargo Bank + National Foundation for Credit Counseling (NFCC)

Wells Fargo Bank and NFCC recently launched a study about housing insecurity to 2,000 American low- and middle-income renters.

The use of generative AI to analyze thousands of open-ended responses revealed that the dominant emotion associated with eviction was sadness. But it also revealed a strong undercurrent of optimism about financial recovery and housing ownership, particularly within communities of color.

Generative AI adoption tips

Here are four principles – based on a lot of Glimpse's generative AI-powered client work – for any organization:

Focus on inputs and outputs.
Generative AI capabilities are shockingly impressive. But it's important to remember that successful adoption will also depend on high-quality, representative training and testing data and the careful application of gen AI outputs to specific business or research challenges.

Think longitudinally (to track change over time).
In the age of generative AI, historical data is even more valuable than ever before. It allows us to train our models to become more nuanced and effective within the context of our own business challenges.

Strive for a holistic approach.
Generative AI can be applied to any data source to find patterns, spot opportunities or warning signs and help develop insights. It can help discover relationships between data sources, like social listening, first-party customer or sales data and survey data.

Ask the right questions about your teams, talent and processes. Starting right now!

- Are there urgent business or research challenges that generative AI can uniquely help us solve? Or are we following a trend without considering its value?
- Do we have the skills/capabilities/talent on our team right now to use generative AI tools effectively? Do we have people adept at providing context to generative AI processes and then intelligently applying its outputs to business challenges?
- Does process or team structure need to evolve? The answer is almost certainly, yes!

Glimpse

www.glimpsehere.com

realize we are not capturing the real problem. In addition, in our org, CX

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> "We naturally place so much emphasis on the research itself and the capabilities we're using to do that research. We need to place just as much importance on what comes before and after the research. 'Before' in ensuring we truly understand the needs of the business and our partners, helping our partners to see the role research and insights can play in addressing those needs and getting us closer to our business goals. 'After' in taking the time to translate the research into the so-what, now-what. And those will likely look different depending on the business partner we're talking to. We need to help our partners understand what to do as a result of our learnings. Otherwise, what's the point?"
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> **RACHEL PRUITT**
> DIRECTOR, ENTERPRISE INSIGHTS
> OPERATIONS & CAPABILITIES
> TARGET

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> "[Communication] is a universal challenge for shared-service functions. Being a great researcher is just as much about your ability to see the business from the perspective of your stakeholders as it is getting to an answer. Lately I've been thinking about the objective here: Am I trying to help people understand what our team does? Break through with new departments to 'win' more work? Democratize data access around the organization? There are different tactics for all of these."
>
> **BESSAM MUSTAFA**
> DIRECTOR, FAN INSIGHTS
> TORONTO BLUE JAYS BASEBALL CLUB

and insights are not sufficiently integrated/could create more synergies to get a better and faster understanding of customers.

The company prefers to do most things DIY and it takes so much time from the actual research. They are very hesitant to spend any money on tools because they have been doing it this way and it has been incredibly difficult in challenging the status quo when you're the only one challenging it.

As to what they'd like to see in future tools…

We currently pay for a survey platform, which we're happy with mainly because it's cheap, and a text analysis tool, which we are, in my opinion, paying far too much for what we're getting out of it. I would love a cost-effective, easy-to-use text analysis tool. Everything else I'd like to be using is simply not feasible given our budgets — I have to fight to get people to cough up $6k for two focus groups.

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> "The [experiences expressed in the Q Report survey responses] reinforce that there is no right way for a company to use a research department! The question should be: How should research be done at this company? There are sooo many right ways to answer that question but it requires us to truly understand where our strengths as researchers intersect with what our company actually wants or needs from us."
>
> **CLINT JENKIN**
> SENIOR MANAGER, CORPORATE RESEARCH,
> GLOBAL BRAND MARKETING
> VANGUARD

There needs to be an easier way for marketing researchers not versed in SQL or Python to append customer, transactional and operational data to survey data collected for richer insights. It's a steep learning curve and I'm hopeful generative AI can help with this challenge.

It's ever-evolving, right? In my current role, I see a need to be able to condense vast amounts of unstructured data and I think the next frontier is in figuring out how to report this data in a meaningful and concise way.

They are effective but we are missing/needing more help with social listening and compiling findings from open-end feedback and other data around experiences.

We gather significant information from digital/online customers, however we cannot gather the same level of information from retail customers who make up the majority of our player base. We need a full customer-loyalty program that tracks actual purchase spending at retail to really tailor our messaging and enhance our overall performance.

We (the industry) seem to be getting there. I'd still like to see more options for online platforms where analysis, insights-generation and reporting can become quicker through AI automa-tion. It would be great to be able to spend less time reviewing responses and more time reviewing potential insights.

We tend to be stuck with DIY solutions because agencies tend not to be able to provide us with our niche audience with their panels. Always frustrating to see very interesting things being presented at Quirk's Events that I know we will never be able to do because of those limitations. I guess we get enough to understand customers but I would like to do more. ⓠ

HIRING TIPS FOR MARKETING RESEARCH JOB SEEKERS AND RECRUITERS

By Stephen Griffiths, Brian Fowler and Caitlin van Niekerk

As the hiring landscape evolves, what are the newest trends among hiring managers, specifically those in marketing research? What best practices should job seekers and hiring managers follow during the hiring process in 2023?

The Insights Career Network (ICN) – a peer-to-peer volunteer community of over 800 insights professionals – conducted a series of 17 interviews with recruiters and hiring managers to answer these questions. The interviews revealed some intriguing insights about case study interviews, the evolution of remote work and the use of automatic video interviews, along with specific tips for seekers and recruiters.

Key findings

Growth of case study interviews. While behavioral interview questions are still the mainstay of the interview process, what is emerging is a new kind of interview: the case study. Rather than being asked to recount a past experience, interviewees are asked to do hands-on work: analyze and summarize data,

create a presentation to present during a panel interview or create a learning plan for a senior-level audience. While this type of interview can be polarizing – many job seekers feel that these in-depth presentations include work they should be paid for – it is nonetheless popular among many hiring managers. One hiring manager put it this way, "I find I absolutely need case studies for individual contributors. By using a case study, for example, I learned that someone didn't have the necessary quant skills. In short, we found things that were not uncovered any other way."

Hybrid is the new normal, though research partners are more likely to offer remote options. In our interviews, we consistently found that hybrid work – requiring employees to work in the office at least a few days a week – is the new norm, even for many companies that hired remote workers during the pandemic. This transition to hybrid is especially common for client-side roles, many of which tend to have a large headquarters building that would otherwise be unused. This presents an opportunity for companies – more likely to be agencies and partners – who get a wider array of candidates when they choose to allow employees to work remotely.

Automatic video interviews are on the rise, though not as prevalent for insights roles. While the general hiring process is largely unchanged from the past 10 years – screening interview by HR, interview by hiring manager and then progressive interviews with other team members and leaders – there is one large exception: the advent of the automatic video interview. Candidates are sent a link and then asked to answer a

set of questions while being automatically recorded, with a limited number of retakes. Many candidates find this method impersonal and nerve-racking and hiring managers see them as polarizing. While these types of interviews are most common for positions where there are lots of applicants (especially entry-level jobs), some hiring managers we spoke with opted to not use them because the number of qualified candidates for their niche positions was smaller and they worried the automatic video interviews would be a turnoff for some candidates. It does appear that these interviews can present a cost savings for companies (especially when analyzed by AI), so they are likely to remain a part of many hiring processes.

Growth of contract and project work. Many hiring managers we spoke to mentioned the increased use of contract workers for specific projects. While some job seekers are wary of such roles – instead preferring full-time positions that are more likely to provide bonuses and insurance benefits – some job seekers see these positions as a way to provide variety and flexibility in their lives. Of note, contract work varies widely across industries and companies. For instance, many large tech firms use contract work as a direct route to full-time hiring, often converting contract employees to full-time employees in three to nine months. Other companies use contract employees to temporarily fill a gap, with little chance of a full-time conversion. Job seekers would be wise to ask clarifying questions to determine if a contract position is likely to turn into a more perma-

nent position when presented with contract opportunities.

Tips for job seekers

Although job seekers were not specifically interviewed in this research, there are a number of takeaways that we can share based on twice-monthly ICN meetings with hundreds of members and some basic implications from this research.

Focus on networking. Hiring managers repeatedly mention how candidates often come from

internal referrals or those who make themselves known to the HR or hiring manager on LinkedIn. Although they can be uncomfortable, virtual coffee chats with company employees or direct outreach to a hiring manager through LinkedIn are still very effective ways to land that first interview.

It's worth tailoring your interviews and applications for each role. While it can be tempting to apply to as many positions as possible, hiring managers repeatedly talk about how going the extra mile helps candidates stand out. Although there is no single way to rise to the top of the applicant pool, hiring managers cite examples such as writing a customized cover letter (when no cover letter is required), tailoring your interview answers to the needs of the company and editing 10% of your résumé to match the job description as common ways to separate yourself. Job seekers would be better off networking and tailoring their applications for 20 positions than applying to a hundred roles with no customization at all.

Confidence and preparation trump meeting all qualifications. For competitive roles, it can be tempting to not even apply unless a job seeker meets all the qualifications. On the contrary, many hiring managers mentioned "passion and drive" as key qualities they were looking for – and that the job posting was at times a wish list. One hiring manager described it this way, "Sometimes we focus too much on technical skills rather than the ability to make things happen within an organization. For instance we almost hired someone who has good NPS experience but no track record of implementing change within a company." Hiring

METHODOLOGY

The Insights Career Network conducted 17 30-minute interviews with hiring managers and recruiters in the insights industry between March and May 2023 regarding recruiting and hiring practices at their organizations. Our three interviewers spoke with eight researchers and market research recruiters from leading brands, including six with a Fortune 500 perspective and three from mid-sized consumer and B2B brands. For the partner perspective, we connected with recruiters and hiring managers in advertising and research agencies, platforms and leading insights recruiting partners.

managers go on to suggest applying for a job when you have met 70% of the qualifications, noting that they would prefer to hire someone who was driven and proactive to learn the last 30% than someone who met 100% of the qualifications but was largely complacent.

Tips for hiring managers

A number of themes emerged from hiring managers for how to improve the hiring process in general.

Be candid with candidates. One head of insights shared, "Give an accurate description of the role and company – don't sugarcoat it to the candidate. Encourage transparency so it can be a good fit from the start." While many hiring managers try to paint a rosy picture of the

organization and position to new candidates in an effort to persuade them to accept the role, this often backfires three months in when the candidate learns the truth and leaves. Instead, be honest with candidates up front about the work hours, a difficult stakeholder or pace of work. Better to get fewer candidates moving through the interviews as long as they are a better fit.

Consider case study interviews to evaluate technical skills but don't overdo it. If using a statistical package or detailed Excel formulas is a key part of the job, consider asking candidates to do this kind of work as part of the interview process. "If there is a highly technical role, we might do a small case study … we don't want to create an interview process where candidates are doing large amounts of work for free."

Ask candidates to present material to gauge presentation skills. One hiring manager shared how a new hire wasn't the right fit, largely because the new hire couldn't present well to a senior audience. When interviewing for more candidates, the hiring manager asks the candidate to prepare a few slides and have a senior stakeholder attend the mock presentation during the interview process. Sharing analysis and slides during the interview process is becoming more common. ⓺

Stephen Griffiths is consumer insights director at UnitedHealthcare (Level2) and a co-founder of ICN. Brian Fowler is a strategy consultant and co-founder of ICN. Caitlin van Niekerk is client development manager at Quantilope and an ICN member.

BACK TO BASICS – WHAT AI DOESN'T DO FOR QUALITATIVE SUPPORT SERVICES

By Meghan Surdenas
Partner, SyncScript

If you've been to any market research conference or symposium, you've heard a lot of information on AI. It has transformed how some people work, streamlined many processes and aided some administrative tasks; but does anyone remember blockchain? The environment surrounding this technology is eerily similar: exponential growth, limited oversight and governance, a fundamental lack of accountability and a whole lot of industry buzz.

Is AI the new blockchain?

"AI won't take your job – if you know how to use it," economist Richard Baldwin said at the World Economic Forum's Growth Summit. Fundamentally, AI adoption is simple. It's technology that can be used to your advantage, as another tool in your toolbox. However, it is crucial to recognize the limitations of AI in research and how it falls woefully short in delivering the essential human touch. The value of researchers and research support personnel cannot easily be replaced. People still matter.

Qualitative recruitment: The new online dating

At its core, a qualitative project seeks to deeply understand the human condition and is far more complex than simply identifying suitable respondents based on objective criteria. Remember dating in high school and beyond? A person may look great on paper (or online these days), but an expert recruiting firm has people-centered processes that ensure respondent selection meets project goals with respondents who are articulate and engaging. It involves understanding individuals' unique experiences, motivations and interpersonal skills where people can make informed decisions based on comprehensive insights beyond surface-level data. AI algorithms struggle to decipher subtle nuances, nonverbal cues and emotional intelligence that are vital to research quality standards.

Successful qualitative recruitment requires boots on the ground to ensure respondents will offer the insight for a successful outcome. Say goodbye to recruiting from the database. Recruiters need to get creative when needed, networking, researching, utilizing partners and old-fashioned handshakes. Difficult recruitment projects can be a puzzle and AI isn't able to handle the nuances of that yet.

Transcription: The human touch

AI transcription isn't new technology and is primarily designed for consumer interviews with common English. While AI does a decent job recognizing words and generating verbatim transcripts, it often struggles with different accents, dialects, contextual nuances and multiple speakers. AI systems may misinterpret homonyms, idiomatic expressions and technical or medical jargon, leading to inaccuracies and misrepresentations.

There is no substitute for human transcripts. Need the sleek sophistication of an Excel transcript? Good luck with AI. Client-specific formatting? AI can't do it. That notwithstanding, there is also a growing need for a human review to create a client-ready transcript: looking up industry specific terms, following detailed delivery and formatting instructions. Human transcriptionists, with their contextual knowledge, linguistic expertise and cultural sensitivity, can better decipher these nuances and provide accurate and meaningful transcripts.

Data analysis: Trust but verify

AI algorithms can be a standout in synthesizing structured data and identifying patterns but fall short in interpretation with unstructured information. Human analysts possess the ability to delve deeper into the data and provide valuable insights that go beyond statistical correlations. They can identify hidden patterns, discern underlying consumer behaviors and offer a more holistic understanding of market dynamics, which aids in strategic decision-making.

Project teams rely on real experience to provide valuable context to the data, considering factors such as macroeconomic conditions, competitive landscapes and consumer sentiment, which is crucial in generating accurate and actionable insights.

Here's a secret: This article was initially generated by AI. It was excruciatingly elementary, devoid of any finesse. Given that, AI did generate the kernel of an idea, which led to collaboration with colleagues. Full disclosure? My longest-standing colleague in research generated the real message. People and relationships still matter.

SYNCSCRIPT

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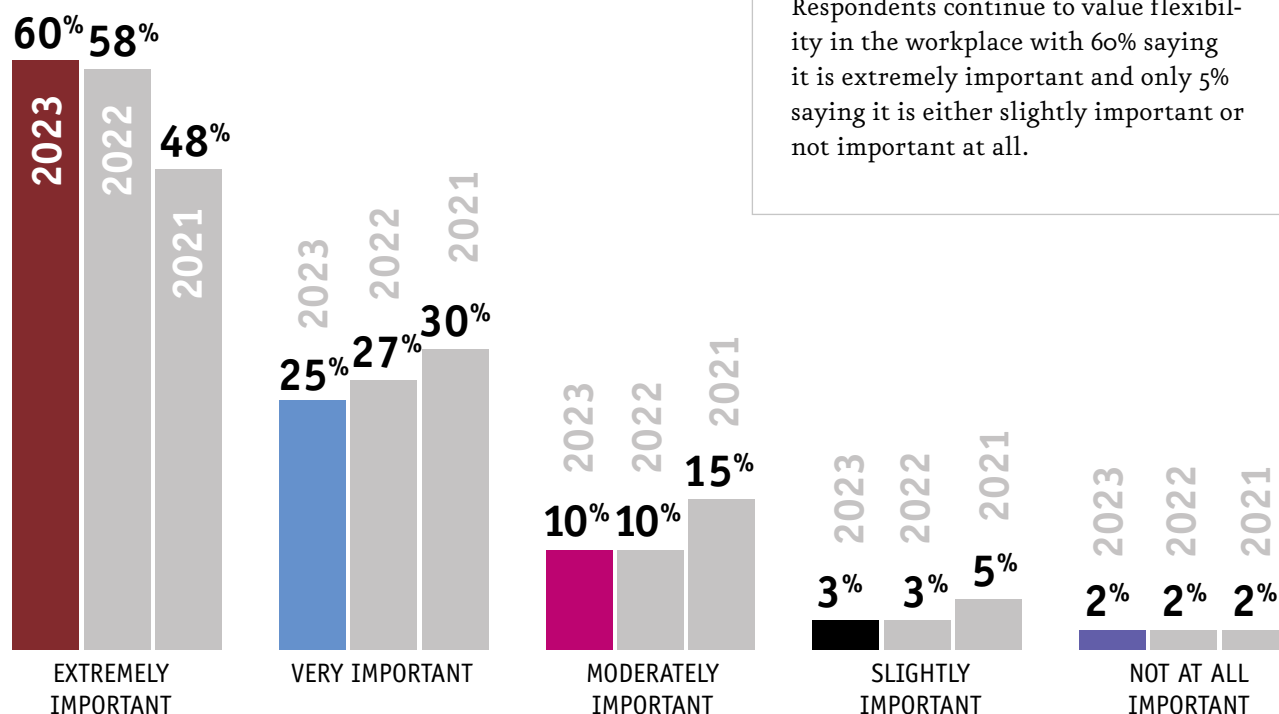
RESEARCHERS SATISFIED BUT SEEK RECOGNITION

By Marlen Ramirez >> Quirk's Media

The Quirk's annual Q Report aims to understand client-side researchers and see what is on their minds. The Q Report looks into a range of topics including education, hiring trends and shifts in employment.

The 2023 edition of the Q Report received 707 usable qualified responses from full-time (defined as 35+ hours per week) client-side insights professionals from May 24 to July 10. We highlight interesting pieces and share respondent comments throughout but mostly let the data speak for itself. A breakdown of compensation including mean base salary, bonus, dividends and other forms of compensation can be found at www.quirks.com/tools/salary-survey. Twenty-four end-client marketing research titles are included in the results. Titles with over 10 respondents also contain crosstabs by age, gender, industry, location and more.

How important is it to you that your organization allows the flexibility to work remotely either partially or fully?

	EXTREMELY IMPORTANT	VERY IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT
2023	60%	25%	10%	3%	2%
2022	58%	27%	10%	3%	2%
2021	48%	30%	15%	5%	2%

Importance of flexibility
Respondents continue to value flexibility in the workplace with 60% saying it is extremely important and only 5% saying it is either slightly important or not important at all.
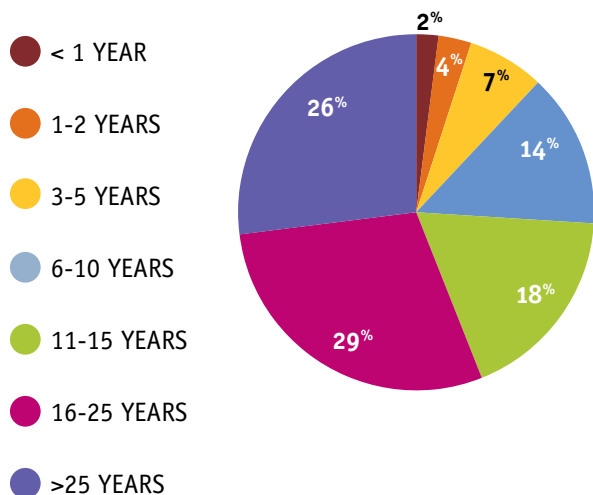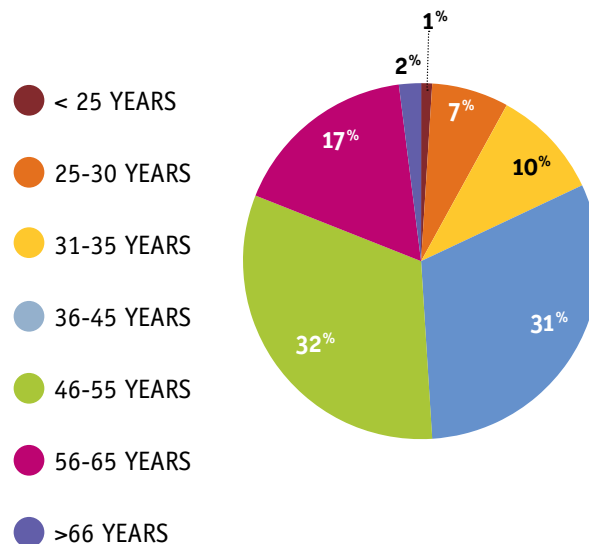
DEMOGRAPHICS

This year, the majority of respondents (29%) indicated having 16-25 years of experience in the marketing research industry. Twenty-six percent of industry professionals have over 25 years of experience, 18% have 11-15 years and 27% have been in the industry for 10 or fewer years.
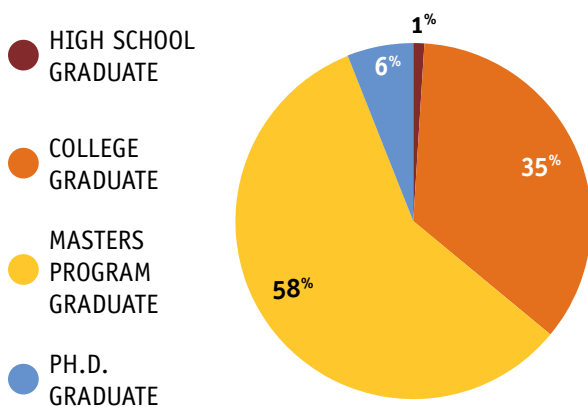
How many years of experience do you have in marketing research?

- < 1 YEAR
- 1-2 YEARS
- 3-5 YEARS
- 6-10 YEARS
- 11-15 YEARS
- 16-25 YEARS
- >25 YEARS

2%
4%
7%
14%
18%
29%
26%

What is your age?

- < 25 YEARS
- 25-30 YEARS
- 31-35 YEARS
- 36-45 YEARS
- 46-55 YEARS
- 56-65 YEARS
- >66 YEARS

1%
2%
7%
10%
31%
32%
17%

What is the highest level of education you have completed?

- HIGH SCHOOL GRADUATE
- COLLEGE GRADUATE
- MASTERS PROGRAM GRADUATE
- PH.D. GRADUATE

1%
6%
35%
58%

How do you identify?

PREFER NOT TO ANSWER/ ANOTHER GENDER
2%

MALE 39%

FEMALE 59%
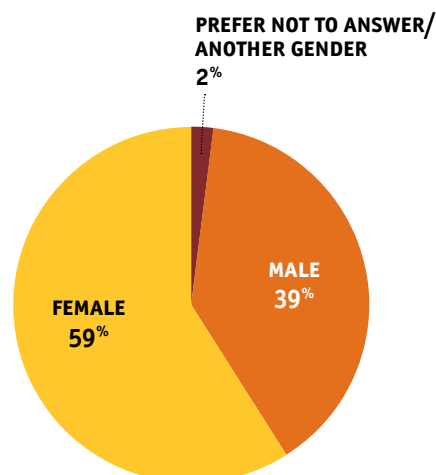
CHANGES IN EMPLOYMENT

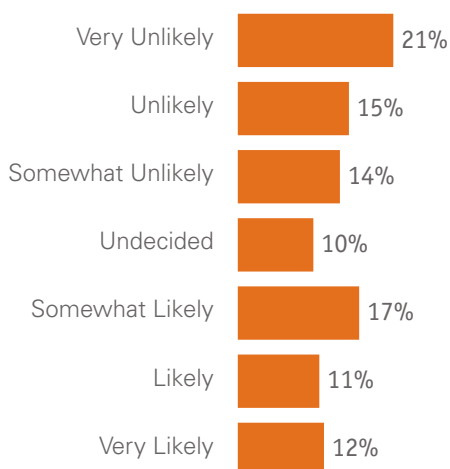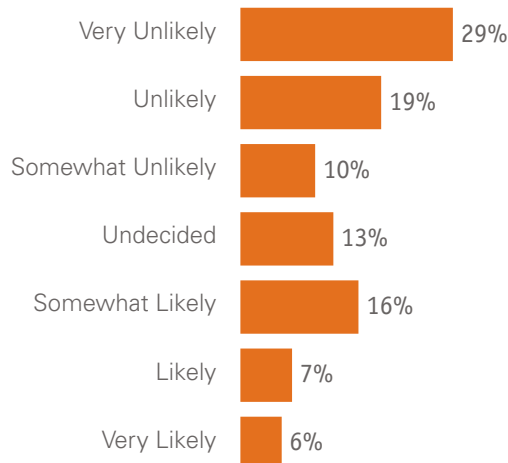The likelihood of hiring additional permanent marketing research employees has dropped nearly 10% compared to last year. In 2022, 49% of respondents indicated that their companies were somewhat likely, likely or very likely to take on more permanent staff, compared to 40% this year. The majority of respondents (29%) indicated that their companies are very unlikely to hire additional contract research employees in the next 12 months.
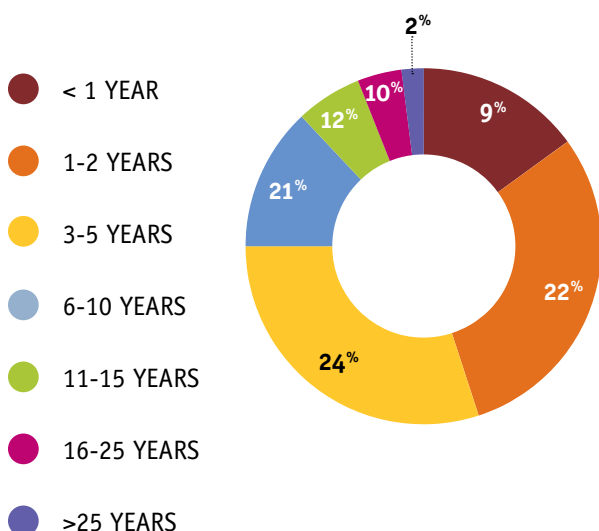
How likely is it that your company will hire additional permanent market research employees in the next 12 months?

- Very Unlikely — 21%
- Unlikely — 15%
- Somewhat Unlikely — 14%
- Undecided — 10%
- Somewhat Likely — 17%
- Likely — 11%
- Very Likely — 12%

How likely is it that your company will hire additional contract research employees in the next 12 months?

- Very Unlikely — 29%
- Unlikely — 19%
- Somewhat Unlikely — 10%
- Undecided — 13%
- Somewhat Likely — 16%
- Likely — 7%
- Very Likely — 6%

How many years have you been employed at your current organization?

- < 1 YEAR — 9%
- 1-2 YEARS — 22%
- 3-5 YEARS — 24%
- 6-10 YEARS — 21%
- 11-15 YEARS — 12%
- 16-25 YEARS — 10%
- >25 YEARS — 2%

How many years have you been in your current job?

- < 1 YEAR — 16%
- 1-2 YEARS — 30%
- 3-5 YEARS — 30%
- 6-10 YEARS — 13%
- 11-15 YEARS — 6%
- 16-25 YEARS — 4%
- >25 YEARS — 1%
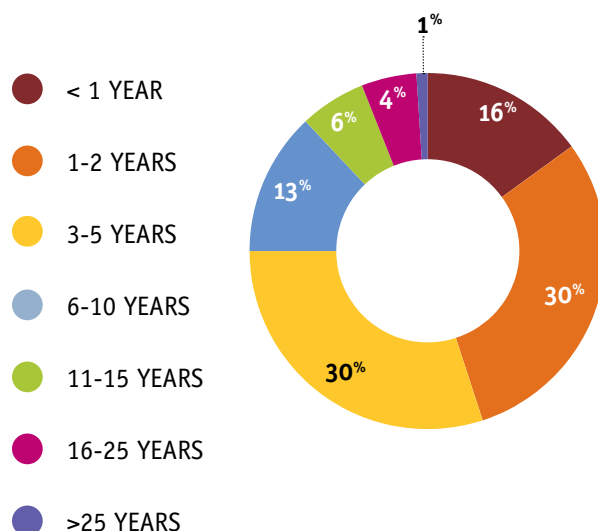
HOW MUCH TO PAY RESEARCH PARTICIPANTS BASED ON STUDY LENGTH, CONTENT AND INCENTIVE TYPE

By Ian Floyd
Head of Research and Insights,
Tremendous

Considering extending your study or survey? That may be less expensive than you think. According to our latest research, surveys become cheaper minute per minute as they get longer.

We partnered with The Decision Lab (TDL), an applied research and innovation firm specializing in human behavior, to determine exactly how much researchers should be paying participants based on length of study, the content of the research itself and incentive type.

Existing research on how much to pay research participants is typically descriptive – it lays out best practices based on rates researchers typically pay, rather than on how participants want to be paid. Our research is different. Using a series of discrete choice experiments, we discovered how participants expect and want to be paid, as well as how they respond to different kinds of incentives.

As a result, we were able to determine:
- When researchers are overpaying participants.
- When researchers are underpaying participants.
- How changes to the length and content of your research, as well as the incentive that comes with it, affect how much participants expect to be paid.

Long studies and surveys get cheaper by the minute
Participants, naturally, expect to be paid more for a 15-minute survey than for a five-minute survey. We found, on average, research participants expect to be paid about $17.62 more for a research task taking 15 minutes than a five-minute one.

Interestingly, though, we found that the longer your experiment or study runs, the cheaper each additional minute becomes.

For example:
- Say you're increasing the length of your study from five to 15 minutes. For these 10 additional minutes, each minute will cost you $1.76.
- Now, say you increase the length of your study from 15 to 30 minutes. The price of each additional minute is now $1.44.
- Finally, say that instead of 30 minutes, you decide to boost your interview time to an hour. Now, each additional minute will cost only $0.71.

While some researchers may worry about how increasing study length will impact participant motivation, it's pretty inexpensive to include additional questions while still fairly compensating respondents.

Studies that require human interaction are more expensive
Research participants, overall, prefer studies that don't require them to interface with another person. Consequently, people prefer online surveys over online interviews.

According to our research, participants expect about $8.66 more for an online interview compared to a survey.

Similarly, studies that probe into personal topics are also a bit more expensive than relatively surface-level inquiries.

However, if your study is short, you may not have to worry about the sensitivity of the topic.
- For surveys that are between five and 40 minutes long, the cost of a sensitive discussion and a surface-level discussion are almost equal.
- For surveys that are an hour or longer, the content of the discussion matters: Sensitive topics cost $9 more than less privileged information.

Cash is king
Overwhelmingly, research participants view cash as the most valuable incentive type.

Specifically, cash is at least $9.50 more valuable to participants than any other incentive type.

Comparatively:
- Mailed checks need to be $13.37 larger to be perceived as equally valuable as cash.
- Prepaid Visa cards are the next best option, largely because of their flexibility.
- Finally, gift cards of the participants' choice are the third-most valuable option to consumers. They'd prefer to choose their own gift card rather than receive an Amazon gift card.

Conducting studies and surveys about less-sensitive topics, and thanking participants with cash, will likely be the best bang for your buck.

This is just a cursory look at our findings. For a complete analysis of our research, head to tremendous.com on October 1.

TREMENDOUS

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JOB SATISFACTION

A combined 76% of respondents say they are somewhat satisfied, satisfied and very satisfied with their current employment. When asked about the changes they expect their companies to make over the next year, many mentioned an increase in conducting research and incorporating AI:

Currently providing more expansive services than market research; goal is to focus more on research in the next year.

Hopefully using AI to work with unstructured data to improve CX insights.

Conducting more research fully in-house.

Integrating the usage of generative AI in making our workflow more efficient and delivering timely results. Also moving away from project-basis work to real-time dashboards.

We mostly do brand research, so the biggest change in our company is implementing more market research.

Others mentioned budget changes:

Our budget stayed flat (which is good) but we would benefit from hiring more staff. Given the current market conditions that isn't likely.
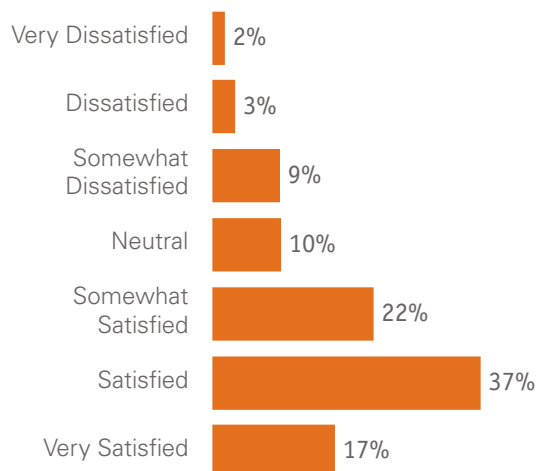
2024 will be a year of cutting costs, finding efficiencies, establishing best practices.

Providing more budgeting to complete proactive research.

While changes in marketing research are expected, some simply want it to be recognized:

Hopefully recognizing the value of MR and paying more attention to what the MR function brings to the table in terms of business decision-making.

How satisfied are you with your current employment?

Response	Percent
Very Dissatisfied	2%
Dissatisfied	3%
Somewhat Dissatisfied	9%
Neutral	10%
Somewhat Satisfied	22%
Satisfied	37%
Very Satisfied	17%

METHODOLOGY

The Q Report work life and salary and compensation study of end-client/corporate researchers is based on data gathered from an invite-only online survey sent to pre-qualified marketing research subscribers of Quirk's. The survey was fielded from May 24 to July 10, 2023. In total we received 1,969 usable qualified responses of which 707 were from end-client researchers and used for this end-client report. An interval (margin of error) of 2.17 at the 95% confidence level was achieved for the entire study. (Not all respondents answered all questions.)

THE PERFECT PARTICIPANT DOESN'T EXIST…OR DOES IT?

By Jay Tye
COO, Echo Market Research

In the ever-evolving world of market research and now with the integration of AI, finding the right participants and ensuring their engagement and honesty throughout the research process is paramount. Fortunately, locating these participants is not as challenging as it may seem.

First, let's abandon the practice of referring to respondents as objects and instead regard them as individuals. After all, they are human beings and it's essential to humanize their role in the research process. By merely shifting our perspective, we can begin to see them as people.

For so many years they have served us, isn't it time we served them?

Research has always been a gig, we just didn't know it.
By reimagining the database model, we can establish an interactive network of consumers based on gig work principles – think Task Rabbit or Uber but tailored for market research. By adopting this approach, we can effectively tackle numerous persistent challenges related to participant and data quality. It aligns the recruitment process with the demands of our modern world, offering individuals multiple and flexible opportunities to earn money while fostering a network of genuine people with authentic opinions.

Implementing these changes ultimately eliminates the urge for participants to cheat the system or devise creative ways to bypass screeners. Instead, it creates an environment where validation is intrinsic. Moreover, by prioritizing the participant experience and allowing them to provide ratings and feedback on their research experience, you not only gain valuable insights but also build trust and rapport with them.

Why cheat when you can make money the honest way?

Better-quality experience, better-quality people.
While people are initially motivated monetarily, participating in the market research gig economy can be even more rewarding. This innovative approach has global reach for all types of studies, ensuring a diverse pool of participants while maintaining high quality standards. The promise of better-quality people participating in your research, with a robust participant pool, can help you find target audiences that are typically challenging to recruit. Furthermore, prioritizing the participant experience ensures that respondents are fully engaged, providing thoughtful and accurate responses.

Creating such an environment alone isn't the answer. While it certainly helps, there needs to be multiple levels to help build that two-way trust and respect. Giving participants alternative ways to earn and listening to their feedback combined with informing them of their rights is the sweet spot.

Championing participant rights
In a world where insights are constantly sought after, it is essential to give the utmost priority to the source of these insights – our participants!

Echo and other partner organizations have joined forces with the Insights Association to launch an initiative called the Participant Bill of Rights. This initiative aims to protect, inform and respect our industry's most valuable resource… our respondents! By prioritizing the rights of participants, market researchers can build a solid foundation of trust and mutual respect, leading to the acquisition of more reliable and insightful data.

We value your input and welcome your thoughts on this initiative. Please visit http://bit.ly/3Yi7u4o to share your insights and additionally, you can watch this short video (https://youtu.be/9vIzjM6Xga4) to learn more about what we're doing. The more individuals we have contributing to this discussion, the more cohesive and unified the participants' experiences will become.

Don't just take our word for it…
Echo Market Research firmly believes in "practice what you preach," which led us to develop a brand-new gig economy platform for market research called hive-mind.zone. An innovative environment that prioritizes participants above all else and provides them with many different ways to engage with our industry beyond completing a focus group or taking a survey. Everyone involved in the platform undergoes a comprehensive 360-degree review process, ensuring complete verification and fostering trust and respect. As a result, this approach leads to more profound and accurate responses, enriching the research outcomes.

THEY win, WE win, YOU win…

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UNEMPLOYMENT IN THE INSIGHTS INDUSTRY

Seventy-one percent of those looking for a job are expanding their search outside of the marketing research industry. Of those unemployed in 2023, 35% are 46-55 years old and 22% are 35 or younger.

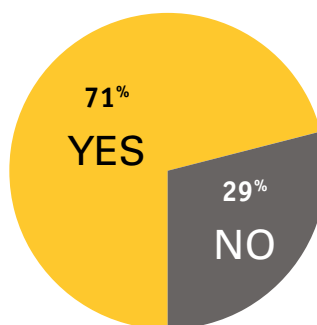Those unemployed point to various challenges for finding employment:

There seem to be too few roles for experienced people. I am disqualified from individual contributor roles because I have management experience and competing with the hordes for too few jobs in research management. Location is also a problem – I can't relocate – so that limits my options.

Finding a position that is the right fit – finding senior-level roles is challenging as there are a more limited number of them. Recently, a number of companies have laid off employees following the hiring boom of 2021 and 2022. The job market has cooled a bit.
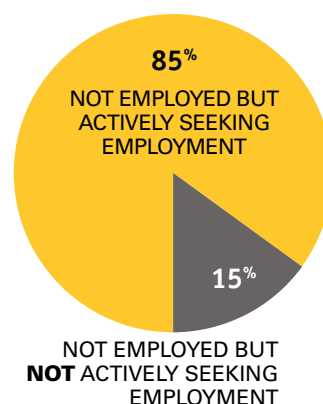
Market research positions want advanced math and statistics degrees and/or experience with advanced stats software that is typically only available in those workplaces. While I have years of experience, my original degree was not in this field. I have found this common in many people of color in this field as well.

Employers need experienced candidates [making it] difficult for fresh graduates [to] get employed! Secondly, the system of getting employed needs candidates with supportive people behind them (connection). Lastly, high competition for the position whereas one position is contested by more than 200+ applicants.
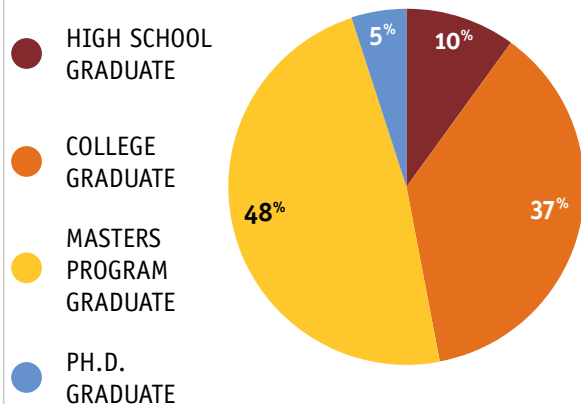
Are you expanding your job search outside of the marketing research industry?

71% YES
29% NO

Which best describes your current job status?

85% NOT EMPLOYED BUT ACTIVELY SEEKING EMPLOYMENT
15% NOT EMPLOYED BUT **NOT** ACTIVELY SEEKING EMPLOYMENT

What is the highest level of education you have completed?

- HIGH SCHOOL GRADUATE — 10%
- COLLEGE GRADUATE — 37%
- MASTERS PROGRAM GRADUATE — 48%
- PH.D. GRADUATE — 5%

Age of survey respondents

- < 25 YEARS — 8%
- 25-30 YEARS — 7%
- 31-35 YEARS — 7%
- 36-45 YEARS — 23%
- 46-55 YEARS — 35%
- 56-65 YEARS — 17%
- >66 YEARS — 3%