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For marketing research and insights professionals

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## HOW INSIGHT TEAMS CAN TRANSFORM IN 2019

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The Wall Street Journal  
How to trip up the survey trolls  
Why top-box is not tops

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Quirk's Marketing Research Review  
January 2019  
Volume XXXIII Number 1  
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## SEMINAR DATES, LOCATIONS & FEES

JANUARY  
THROUGH  
DECEMBER  
2019

### RESEARCH METHODS

#### RM01 - Practical Marketing Research \$2,845

Newark, NJ	Jan 29-31	New Orleans	Sept 10-12
Charlotte, NC	Mar 25-27	San Jose	Oct 21-23
Chicago	May 14-16	Cincinnati	Dec 4-6
New York	July 15-17		

#### RM03 - Designing Effective Questionnaires: \$2,845 *A Step by Step Workshop*

Charlotte, NC	Feb 12-14	Chicago	Aug 13-15
Philadelphia	Apr 9-11	Cincinnati	Nov 5-7
San Jose	June 11-13		

### RESEARCH APPLICATIONS

#### RA01 - Applying Research & Insights \$2,495 *Customer, Brand, Product*

Charlotte, NC	Mar 28-29	San Jose	Oct 24-25
New York	July 18-19		

#### RA03 - Market Segmentation & Positioning \$2,845 Research

Philadelphia	Apr 2-4	San Diego	Oct 16-18
Cincinnati	July 9-11		

### COMMUNICATION

#### C01 - Writing & Presenting Marketing \$2,845 Research Reports: *Insights, Storytelling,* *Data Visualization*

Washington, DC	Mar 19-21	Las Vegas	Aug 20-22
Cincinnati	June 4-6	Chicago	Nov 13-15

### DATA ANALYSIS

#### DA02 - Tools & Techniques of Data Analysis \$2,845

Philadelphia	Feb 26-28	Chicago	Sept 17-19
Las Vegas	June 4-6		

#### DA03 - Practical Multivariate Analysis \$2,995

Cincinnati	Mar 19-22	San Jose	Sept 24-27
Chicago	June 18-21		

### QUALITATIVE

#### Q01 - Focus Group Moderator Training \$3,345

Cincinnati	Feb 26-Mar 1	Cincinnati	Oct 1-4
Cincinnati	Apr 30-May 3	Cincinnati	Dec 10-13
Cincinnati	July 30-Aug 2		

#### Q02 - Specialized Moderator Skills for \$3,345 Qualitative Research Applications

Cincinnati	Mar 12-15	Cincinnati	Oct 15-18
Cincinnati	June 25-28		

#### Q03 - Next Generation Qualitative Tools: \$2,495 *Social Media, Online Communities,* *Virtual Research Platforms*

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## // Noted Posts

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### Write for Quirk's in 2019!

At Quirk's we are always looking for interesting, objective articles on all aspects of marketing research and we welcome articles from outside sources. As our international audience continues to grow we are particularly interested in hearing from researchers in the EMEA and APAC regions. Between our magazine, which is distributed in print and digital forms, our twice-



monthly e-newsletter, our Research Industry Voices blog and our Careers blog, we have a variety of outlets for authors. Our various outlets allow for everything from in-depth case studies to op-ed-style articles.

To submit an article for consideration, send materials to Quirk's Editor Joseph Rydholm at [joe@quirks.com](mailto:joe@quirks.com) or to Quirk's Digital Content Editor Emily Koenig at [emilyk@quirks.com](mailto:emilyk@quirks.com). Submission guidelines and Quirk's 2019 editorial calendar are available online at [www.quirks.com/pages/write-for-quirks](http://www.quirks.com/pages/write-for-quirks).

### Quirk's Blog

#### Forming alliances to lead through disruption

<https://bit.ly/2SN01bd>

#### Millennials, CX and the financial services industry

<https://bit.ly/2zcM80c>

#### 3 tips for pitching innovative ideas

<https://bit.ly/2NHSjno>

### Research Industry Voices

#### Moderators, check your bias at the door

<https://bit.ly/2QCUHsN>

#### Bringing together online and offline location data

<https://bit.ly/2AVxqIK>

#### Researchers, are you paying attention to the U.S. Census?

<https://bit.ly/2E6WbF5>

### Research Careers Blog

#### The advantages of an age-diverse workforce

<https://bit.ly/2ANnUIw>

#### 5 tips for attracting great candidates

<https://bit.ly/2G2sIHt>

#### Surviving a week unplugged

<https://bit.ly/2RCUhzR>



## // E-newsworthy

### Strategies for inspiring action through research

[quirks.com/articles/2018/20181126-1.aspx](http://quirks.com/articles/2018/20181126-1.aspx)

### Making video insights count

[quirks.com/articles/2018/20181126-2.aspx](http://quirks.com/articles/2018/20181126-2.aspx)

### Sample balancing: Tips for achieving a representative sample

[quirks.com/articles/2018/20181225-2.aspx](http://quirks.com/articles/2018/20181225-2.aspx)



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my clear  
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PANEL

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### ... brand research

## Data breaches spur consumer actions

Denver-based identity security firm Ping Identity surveyed more than 3,000 people across the U.S., U.K., France and Germany to find out what they expect from brands when it comes to the safekeeping of personal information. Almost half (47 percent) have made changes to the way they secure their personal data as a result of recent breaches and over half (54 percent) are more concerned with protecting their personal information today than they were a year ago. Seventy-eight percent of respondents would stop engaging with a brand online and more than one-third (36 percent) would stop engaging altogether if the brand had experienced a breach. Nearly half (49 percent) would not sign up and use an online service or application that recently experienced a data breach.

Ping found the greatest discrepancies in security sentiment and practices between those under 35 and those over 55. While the younger consumers have greater confidence in brands' ability to protect their personal information and are more likely to spend more to ensure their personal information is protected, the older group guards their sensitive information more carefully and is less likely to have experienced financial loss as a result of a data breach.



[www.quirks.com/articles/2019/20190101.aspx](http://www.quirks.com/articles/2019/20190101.aspx)



### ... customer experience

## Rating the rating systems

A survey of over 3,000 U.S. consumers by ReviewInc found that the most popular system for rating the experience with a company or business was the familiar five-star rating system. Respondents were given a choice of three rating systems: the five-star rating system; an emoji rating system of happy, OK and sad smiley faces; and a Net Promoter Score system.

The emoji-based systems were second-most popular and Net Promoter system was the least popular. The 18-to-24-year-old demographic showed a lower preference for the five-star system than any other age group. At the same time, they showed the greatest preference for Net Promoter Score. The 65+ age group showed the greatest preference for the five-star rating system and least for the Emoji-based rating systems.

The emoji rating systems offer simple decision-making with the possibility of binary and ternary choices. Whether it's based on the model of "happy or sad" or "happy, OK or sad," these rating systems let consumers, inundated with requests for ratings, quickly provide their selection without thinking too much. However, unlike the five-star or NPS options, the emoji rating systems can lack depth as it is more difficult to spot small improvements in the overall rating of a product or service.



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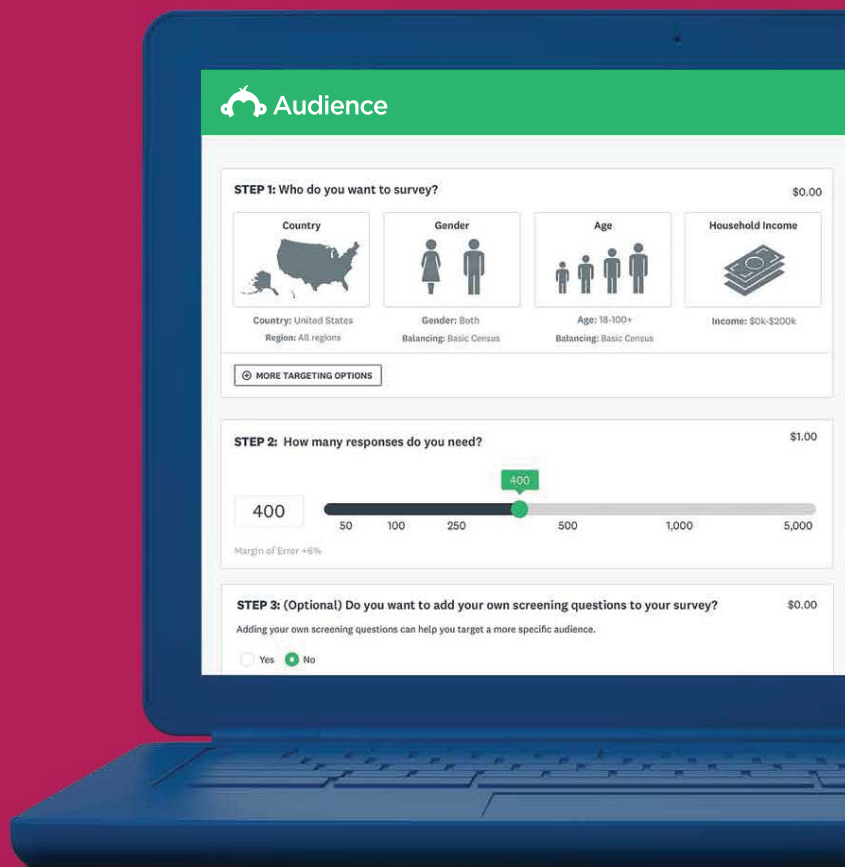
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# Readers weigh in on the year ahead

One of the open-end questions in our 2018 Q Report survey of corporate researchers focused on finding out more about what the respondents saw as the biggest MR-related changes their organizations would make in 2018-2019. As you might expect, the answers ranged in tone from hopeful and enthusiastic to dour and fatalistic. Some foresaw growth and new opportunities for their departments while others worried that budgets and project timelines would continue shrinking.

In general, though, our readers sounded ready for what was coming. How are you feeling about your future situation? What actions do you think you'll be taking? In the spirit of New Year's resolutions, here's a snapshot of the plans some corporate researchers have in mind for 2019. Maybe you'll get some inspiration (or a shudder of recognition!).

## Automate!

"We will be moving to a more robust self-service online survey tool this year."

"More self-service dashboards."

"Hoping to continue to drive further automation, allowing for more time to focus on actual insights."

## Get agile!

"Expect more implementation of agile solutions available on Internet."



[www.quirks.com/articles/2019/20190102.aspx](http://www.quirks.com/articles/2019/20190102.aspx)

"Adapting and supporting agile research teams/approaches for rapid, iterative learning and testing."

## Make your business case!

"Measure ROI on research spending."

"More focus on demonstrating the impact from research."

"Ask for additional revenue brought in or money saved (efficiencies) because of our insights."

"Build holistic & actionable insights for the entire organization based on all the many data sources available."

"Working on partnering with other business units to have them pay for our services."

## Try something new!

"Machine learning – more investment in technology to look for data patterns."

"Digital transformation."

"More front-end innovation research."

"Rollout of design thinking."

"Go more online and neuro."

"Using new methods like machine learning; focus on analytics; adopt artificial intelligence."

"More focus on behavioral science and emerging methods."

## Make do with less!

"We have zero budget for secondary research! We used to complement our reporting with secondary and now have no resources."

"Cutting project budgets; hope not to have to cut staff; will do more in-house to compensate for lowered budgets as fewer projects will free up some capacity."

## Learn to tread water!

"For us, it's just maintain the status quo



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Joe Rydholm can be reached at [joe@quirks.com](mailto:joe@quirks.com)

for now. Organization is going through some fairly dramatic changes through the end of this year, so I expect we will see more changes in 2019 than 2018."

## Update your résumé!

"Expect team to either be moved to a less prominent role or be cut altogether."

"Might eliminate it."

"Reorganization, probably. If I had to guess, I think most of research and market research will be subsumed under CX at some point."

"Possible elimination of market research."

"See the role mostly becoming a database function. With little MR."


"They will probably have to replace me."

## Raise your profile!

"Increasing the amount of our research shared outside our traditional audiences. Sharing more quick-data snapshots with graphics over social media."

"Take on larger more strategic projects vs. responding to stakeholder needs."

"Partnering with other parts/teams of the org more frequently."

"We have just hired a new MR person full time. This not only recognizes the value of market research but also allows us to deliver greater work more consistently and raise the internal value of MR." 

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# IN FOCUS

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



## // Survey Monitor



### ... shopper insights **Apocalypse? No.**

Shifting retail landscape isn't all doom and gloom

The 2018 Global Consumer Survey, conducted by software firms JDA Software Inc. and Centiro, finds that today's retail environment is more complex than ever and retailers across the globe are struggling with demands for both personalization and convenience, balanced with consumer skepticism on data privacy.

The study, which explored consumer trends in key markets, found that shopping in-store remains the most popular experience overall (preferred by 38 percent), although online options

were preferred in some of the surveyed countries, such as China, where online shopping via mobile/tablet (34 percent) was the preferred option. Regarding in-store shopping, global respondents said that having the right product in stock is the most important aspect of their shopping experience (34 percent), followed by having a variety of products to choose from (29 percent).

Regardless of where transactions ultimately occur, according to the survey, online is the first stop on the shopper journey for clothes (46 percent), home goods (48 percent) and electronics (63 percent). Younger consumers (ages 18-34) are more likely than average to begin their shopping journeys for each of the categories with recommendations

from friends or family; the proportion of those who start their purchase journeys with input from friends or family decreases among older consumers.

"This notion that stores are dying or there is a 'retail apocalypse' is exaggerated. Instead, this is a time for a retail rebirth," says Lee Gill, group vice president, global retail strategy, JDA. "While the industry may refer to it as 'omnichannel' retailing, consumers across the globe no longer strongly distinguish between online and in-store channels. All retailers are struggling with balancing the personalization traditionally offered through e-commerce shopping with the convenience of an in-store experience. We see this time and again as more e-commerce retailers are opening brick-and-mortar shops and traditional retailers are looking to strengthen their digital and direct-to-home fulfillment."

According to the global survey, 40 percent of respondents have used voice-controlled devices or services for some aspect of their shopping journey (Siri, Alexa, Google Home, Tmall Genie, etc.), with 23 percent of those using them to make purchases.

While global consumers continue to embrace new technology for both research and transactions, they are somewhat hesitant about how their personal data is being used. Overall, 75 percent of respondents said they're concerned about their online and in-store shopping history, such as transaction history and online searches, being used to provide better, more-personalized service.

"While consumers are looking for personalization from retailers in theory, there are still concerns about how their data is being used for the execution," says Gill. "Both consumers and retailers are trying out emerging technologies to determine what will work to provide the increased level of personalization, while staying within



[www.quirks.com/articles/2019/20190103.aspx](http://www.quirks.com/articles/2019/20190103.aspx)

consumers' current comfort level."

Globally, the majority of respondents who shop in physical retail stores have used some form of emerging technology while shopping, whether it's mobile coupons or discounts (49 percent) or individual recognition and personalized service based on loyalty programs (26 percent). However, U.K. consumers who shop in-store were least likely to have tried new technology in their shopper journey, with 70 percent

of U.K. respondents claiming they have not used any emerging technology in stores, while over 90 percent of Chinese in-store shoppers said they have used emerging technology in-store.

When asked about the potential of augmented reality (AR), 60 percent of global respondents said they would be more likely to make a purchase if they could use AR to preview products. However, China continues to be more progressive when it comes to advances in

retail technology for consumer experience. Ninety percent of Chinese respondents said they would be more likely to purchase items based on AR, as compared to only 32 percent of U.K. respondents.

The convenience factor of returning items to the store continues to be the primary driver for consumers. Forty-nine percent of global respondents have used a buy online return in-store (BORIS) service, with half (50 percent) saying they've returned items bought online to

## ••• alcoholic beverages

# Report segments U.S. wine consumers

## Contented Treaters and Senior Bargain Hunters

In a *Forbes* article, Thomas Pellechia reported on findings from Wine Intelligence, an international team of wine industry analysts, communications experts and consultants, and its US Portraits 2018, in which it explores the U.S. wine market and its primary segments.

US Portraits 2018 claims that, at 84 million regular wine drinkers, the U.S. wine market is the "most populous wine market" on the planet. When the 2016 US Portrait was released, the U.S. was the largest wine market then too and while the report listed six segments of the wine-buying public, their habits were different from the six segments today. Back then, they were: Experienced Explorers; Millennial Treaters; Premium Brand Suburbans; Bargain Hunters; Senior Sippers. Today, the six segments break are: Engaged Explorers; Premium Brand Suburbans; Contented Treaters; Social Newbies; Senior Bargain Hunters; Kitchen Casuals.

At 10 percent of wine consumers, Engaged Explorers are identified as the younger population of wine buyers. These are the most frequent buyers and they spend the most on high-priced wines than any in the list of six. They are called explorers because they drink many wine styles, from many countries and regions.

At 19 percent of wine consumers, Premium Brand Suburbans are middle to older age. They spend much less on a bottle of wine than most wine consumers and they are hardwired into staying with wines and brands they know. Members in this group happen to know more about wine than any of the five other segments.

Contented Treaters make up 17 percent of wine buyers. Like the Suburbans, this segment comprises middle- to older-aged but this group is affluent. They spend up but they also don't consume nearly as much wine as their counterparts. They go for a broad range of wines and are interested in a wine's origin.

The youngest segment, Social Newbies, accounts for 14 percent of wine buyers. On average, members of this group consume wine twice a week. Their spending is right in the middle between high and low spenders. Their wine knowledge is limited so they rely on recommendations, which means they can be a fickle market.

At 26 percent the Senior Bargain Hunters are the largest segment of the U.S. wine-buying public. They are among the oldest of buyers and their buying frequency is at the bottom of the six segments. While members in this group are quite knowledgeable, their focus on wine styles and brands is narrow; value is important to them.

Kitchen Casuals are also among the oldest group of buyers. This segment represents 14 percent of the buying market and includes largely infrequent wine drinkers. They are not known for going to bars and restaurants to consume wine and they show a limited interest in switching from wines they already know.

Quantitative data for US Portrait 2018 was collected online in October 2017, January 2018 and March 2018 from 12,632 (49 percent male/51 percent female) people who consume wine at least once a month on and off premise. Nine U.S. regions were represented in the survey. A focus group sampling of 20 interviews were conducted by phone.



stores because it was easier or faster or because they would get a refund or store credit faster than by mail. Thirty-six percent of those who have used BORIS in the past 12 months chose this option because the item purchased online was not what they expected, while 27 percent said that they bought multiple sizes or options for convenience and returned what they didn't want or need.

"The volume of returns is increasing for a variety of reasons. As well as customers ordering multiple sizes, more than a third said they returned items in-store in the past 12 months because an item they purchased online was not what they expected," says Gill. "This reverse logistics trend continues to cause problems for retailers, who are seeing repeat, serial returners. However, tangible rewards come from a good returns process: The survey showed that 71 percent of respondents claimed that they frequently or sometimes buy additional items when returning things to stores, meaning returns can actually provide an opportunity to secure a sale by offering alternative items."

However, the ease of returns doesn't just apply to retailers that offer brick-and-mortar return services. According to the survey, 81 percent of those who shop for products online said that following a poor returns service from an online retailer, they were likely to switch to a different vendor for future purchases.

"We've now reached the point where people would choose a retailer based on the quality of delivery and returns it offers," says Niklas Hedin, CEO of Centiro. "Almost nine in 10 [87 percent] of those in the U.S. or EMEA who shop for products online said the ability to track orders from checkout to front door would influence who they would shop with. Retailers need to keep pace with evolving consumer habits and provide greater delivery transparency to shoppers, otherwise they risk losing future customers."

Sixty-nine percent of those who shop for products online have used a buy online pick up in-store (BOPIS) option. Respondents used BOPIS in the last 12 months to avoid home delivery

charges (42 percent), get the product sooner than it would be shipped (36 percent) and for added convenience over home delivery (33 percent). In addition, 66 percent of those who used a BOPIS service said they either frequently or sometimes make additional purchases while picking up items in-store, underscoring an opportunity for add-on sales.

*This global survey was conducted by Opinium, a strategic insight agency, between late May to early June 2018. The findings are based on 12,000 online interviews with respondents in Asia (2,000 in China, 1,000 in India), Europe (2,000 in the U.K., 1,000 in France, 1,000 in Germany, 1,000 in Italy, 1,000 in Sweden), North America (2,000 in the U.S.) and Oceania (500 in Australia and 500 in New Zealand).*



## ... employment research One foot out the door

### How are job seekers finding their next gig?

In the words of Steve Jobs, "If you haven't found it yet, keep looking." This mind-set is echoed in data from Denver digital marketing firm Adtaxi, which sheds light on the tendency of today's job seekers to play a game of musical 'job' chairs. The in-depth assessment of job seekers' goals, habits and preferences revealed that a majority (52 percent) of employed Americans are either currently looking or plan to look for a new job in the next year. Of the individuals planning to look for a job within the year, 54 percent searched for their last job less than a year ago.

"While it is often debated whether 'job hopping' is beneficial or detrimental, the fact of the matter is that this practice is on the rise," says Chris Loretto, EVP of Adtaxi. "Thanks to search engines, online job boards and social media, looking for a new opportunity is simpler than ever before – after all, information on any given company is only a click away. This makes it easier to routinely switch jobs and gives rise to the passive job seeker: an employed individual that is open to learning about new career options but does not actively apply to specific positions."

Among the study's additional findings:

**Most job seekers browse online:** 61 percent of those planning to search for a job within the next year will conduct an Internet search, while 59 percent will turn to a job board Web site. The most popular site? Indeed, which all 59 percent plan to use.

**But networking remains important:** Even in the digital age, it's about who you know – 41 percent of those planning to search for a job within the next year will network and communicate via word of mouth, beating out the 39 percent who will browse LinkedIn.

**Many job seekers are industry-hopping:** More than a third (35 percent) of those planning to search for a job within the next year say they will look outside of the industry they are currently working in.

The results underscore a number of considerations for recruitment marketers:

**Consider commuting preferences when geo-targeting job seekers and promoting listings.** Nearly half (49 percent) of those planning to search for a job within the next year are willing to relocate out of state for a new position – but when it comes to commuting, the shorter, the better: 58 percent of job seekers are not willing to commute more than 30 minutes.

**Hit on key messaging points in marketing materials.** The No. 1 factor that job seekers identify as the most important is salary/compensation (34 percent), followed by benefits (13 percent), company reputation (12 percent), work-life balance (11 percent) and com-

pany culture (11 percent).

**Incorporate YouTube, connected TV, social video or pre-roll ads in your strategy.** The best way to show-case company culture? With a video: 63 percent of job seekers would rather see a video about a company's culture than read about it during their search.

"While posting on job boards offers companies visibility among active job seekers, advertising beyond these websites is key to reaching – and converting – today's growing demographic of passive job seekers," Loretto says. "Recruitment marketers can benefit from leveraging this data to inform a multifaceted digital strategy. Engaging job seekers with video, utilizing key messaging that resonates strongly with their goals and employing thoughtful geo-targeting tactics are all integral to attracting top talent in a crowded market where competition for job seeker attention is fierce."

The study was conducted online using Survey Monkey. One thousand participants were polled across the U.S. The demographics of those polled represented a broad range of household income, geographic location, age and gender.



## ... travel and leisure

# Younger travelers see value in travel insurance

Older consumers, not so much

According to Berkshire Hathaway Travel Protection's (BHTP) annual State of Travel Insurance re-

search report, younger travelers (ages 25 to 44) have reported the greatest increase in travel insurance-buying intent for the second year in a row. Thirty-three percent of Millennials with children said they plan to purchase more travel insurance in 2019; for Boomers, 29 percent of travelers ages 55 to 74 said they plan to buy less travel insurance in 2019.

"Now in our fourth year of conducting the State of Travel Insurance research, we are seeing a trend that not just Millennials but more specifically Millennials with children are showing the most notable increase in travel insurance purchase intent," says Dean Sivley, president of Berkshire Hathaway Travel Protection. "Millennials with children are also reporting that they travel to the most places and have indicated they are doing so even if risk, real or perceived, is involved."

State of Travel Insurance 2019 looks at travel insurance buying patterns and preferences among multiple travel demographics and also the influence of risk, perceived or real, in preferred travel destinations. It is available for download at [www.bhtp.com/soti-report](http://www.bhtp.com/soti-report).

Travelers' safety concerns play a large role in the destinations they are choosing and their likelihood to purchase travel insurance. Millennials with children, the segment that travels the most, are most concerned about threats that could impact their family, such as disease outbreaks (47 percent of Millennials with children cite this as a travel fear compared to 38 percent of Millennials without children). While both younger and older travelers perceive destination safety and terrorism as major concerns, 41 percent of younger travelers see global politics as a major travel threat, while only 12 percent of older travelers do.

Other interesting points from the research include:

Younger travelers cite tech-driven and customizable travel insurance as most important: 43 percent of younger travelers said they would buy more travel insurance if they were able to

customize their travel insurance compared to 21 percent of older travelers.

Thirty-eight percent of younger travelers said they wish their travel insurance was as technologically advanced as the rest of their travel experience, compared to 16 percent of older travelers.

Older respondents, historically the largest travel insurance buying segment, are twice as likely as Millennials to say they plan to buy less travel insurance in 2019 compared to 2018.

Travelers consider Ireland to be the safest destination and Colombia the least safe. Interestingly, three hurricane-ravaged destinations – the U.S. and British Virgin Islands and Puerto Rico – made the top 25 safest destinations.

Adventure travel continues to be one of the most popular and fastest-growing travel types. River cruises – where there is a strong likelihood of repeat business – have made inroads among younger travelers, as almost twice as many Millennials take river cruises compared to all travelers.

Younger travelers are much more likely than older travelers to be mindful of travel issues, with Millennials pointing to long-term concerns such as climate change and vanishing destinations.

The State of Travel Insurance includes responses from 2,617 travelers and 800 travel professionals about their travel habits, their travel business, their experiences in 2018 and/or their expectations for 2019. While the confidence level is considerably greater for the consumer survey ( $\pm 2.52$  percent) than the travel-professionals survey ( $\pm 4.52$  percent), the confidence levels in both surveys are sufficient to draw large-scale conclusions from the results. The survey research for the study was conducted by Polymath Research + Marketing.

# Q

## IN FOCUS

### Product and Service Update

#### ... shopper insights Product gets granular with e-commerce data

##### Initial focus on Amazon

U.K.-based cross-media measurement firm RealityMine has added RealLife Shopper to its product offerings. RealLife Shopper provides granular e-commerce data, giving clients insight into the product browsing and purchasing behavior of consumers within retailers' Web sites and apps. The initial release will focus on Amazon's Web sites and applications. Following this, more retailers will be delivered into the reporting with a focus on large global players. Reporting will deliver data on internal search, product page views, add-to-basket events, purchase confirmation and basket contents, where available.

[www.realitymine.com](http://www.realitymine.com)

#### ... automotive research J.D. Power debuts AI Cloud

##### Merges data for forecasting models

Costa Mesa, Calif., research company J.D. Power has launched AI Cloud, which uses cognitive computing and algorithmic modeling capabilities to merge data from the company's proprietary voice of the customer studies, macroeconomic trends, pricing data and more into new forecasting models. The first commercial rollout of the technology will be the J.D. Power Auto Analytics Platform, a Web-based resource for calculating automobile residual values. The platform will draw on a range of J.D. Power insights, macroeconomic data and vehicle-generated data, including the following: transaction data gathered by the J.D. Power Information Network (PIN), which represents more than 40 percent of franchised dealer retail sales transactions in America; the J.D. Power/National Auto Auction Association AuctionNet service, which accounts for more than 80 percent of automotive auction transactions; proprietary J.D. Power studies, such as the Initial Quality Study (IQS), Vehicle Dependability Study (VDS), Automotive Performance, Execution and Layout (APEAL) Study and Auto Avoicer Study; and data that can help identify what vehicle owners want from their increasingly automated vehicles by integrating customer insights with connected car data to provide manufacturers with more accurate feedback from owners.

[www.jdpower.com](http://www.jdpower.com)

#### ... brand research Harris index measures corporate reputation

##### Link social good with business outcomes

Harris Poll, in partnership with public relations agency Finn Partners, has introduced the Societal Return on Investment (SROI) Index, a newly formalized index that measures a company's corporate reputation for social good. The index scores and ranks 100 of the most visible companies according to the public's perception of their impact on society. The Societal ROI Index brings together elements of leadership, citizenship and real-world engagement to create a holistic assessment, with insights into perception across many demographics by age, gender, region, income and party affiliation. The model, which can be applied to any company, was developed to show the causal relationship between how a company performs in these areas and how they may influence business outcomes.

[theharrispoll.com](http://theharrispoll.com)

[www.finnpartners.com](http://www.finnpartners.com)

#### ... brand research Simmons offers insights generator

##### Results fused with national study

Simmons Research, New York, has launched Instant Edge, a proprietary insights generator. Instant Edge is built on the Simmons Insights platform and powered by a do-it-yourself survey to probe emerging trends and current consumer sentiments. The results are fused with Simmons' National Consumer Study, creating



nationally representative target audiences. Marketers can use the insights to create in-depth consumer profiles that drive brand differentiation and strategy realignment; respond to a brand crisis by measuring the direct and indirect impact of an event on the brand itself, its competitors and the category, identifying opportunities to conquest and to defend; generate insights to help sales teams win pitches; influence conversations by tracking effectiveness of messaging, packaging and promotions and their impact on brand consideration and purchases; measure consumer reactions to new show lineups, apps, games, esports and their associated marketing; get the voice of the consumer by profiling viewers of new shows, games and seasons, pre- and post-airing.

[www.simmonsresearch.com](http://www.simmonsresearch.com)

## ●●● c-store research Optimization tool offers holistic c-store view

Aims to help brands,  
retailers collaborate

State College, Pa., in-store behavior analytics company VideoMining Corporation has introduced its C-Store Space Productivity Optimization Tool (SPOT), which provides insight into the impact of store layout on the performance of the various categories in c-stores, allowing CPG brands to collaborate with retail partners to develop strategies and tactics for assigning space to brands and categories. The goal of this data-driven tool is to provide an understanding of the impact of store layout on the performance of the various categories in c-stores, enabling CPG brands to collaborate with retail partners to develop fact-based strategies and tactics for assigning space to brands and categories. SPOT uses various metrics to develop a holistic view of effective space allocation within the store, including

category profitability per foot of space, category exposure and traffic response rate. In addition, the tool includes analysis on year-over-year sales trends and adjacencies to understand how macro factors affect space productivity. The combination of these metrics quantifies the performance of categories within the space and also the inherent value of certain spaces in the store.

[www.videomining.com](http://www.videomining.com)

## ●●● Briefly

■ Columbia, Md., marketing agency Merkle has launched its Voice Active Listening product, a voice-search discovery tool that uses machine learning to help brands scale and prioritize content opportunities for voice discovery.

[www.merkleinc.com](http://www.merkleinc.com)

■ Chicago-based researcher IRI has launched IRI Complete Audiences, which combines its audience targeting solutions (IRI Verified Audiences and IRI ProScores) to help advertisers select an audience composition that best fits their campaign objectives.

[www.iriworldwide.com](http://www.iriworldwide.com)

■ Consumer insights automation platform Zappi and consumer research company Survata have launched Ad Pulse, an attitudinal advertising metric that provides brands with brand impact measurement for advertising campaigns. Ad Pulse is built on Zappi's insights platform and directly powered by Survata and applies a uniform methodology to measure the brand impact of brand metrics like familiarity, awareness, consideration and usage.

[www.zappistore.com](http://www.zappistore.com)  
[www.survata.com](http://www.survata.com)

■ Mobile marketing and analytics technology company Cinarra Systems now offers VitalSight, a platform that uses mobile carrier data to analyze the link between mobile Web site views and real-world venue visits. Earlier this month, the company launched RealSight, which analyzes mobile ad views,

audiences and associated consumer retail venue visits.

[www.cinarra.com](http://www.cinarra.com)

■ Alpharetta, Ga., sample provider P2Sample has rolled out its feasibility API. With the launch, the company now offers a programmatic panel and sample management platform that is automated from end-to-end.

[www.p2sample.com](http://www.p2sample.com)

■ London-based researcher Kantar Worldpanel has launched a new consumer panel to measure purchasing and usage trends on the smart speaker market. The panel will allow hardware manufacturers and service providers to better adopt the technology and improve user experience. The survey will provide insight on five areas of interest: ownership, usage, services, reasons for using and intention to buy. The panel will provide insight on smart speakers initially in the U.S. and then across Europe in 2019.

[www.kantarworldpanel.com](http://www.kantarworldpanel.com)

■ Cincinnati-based text analytics solutions firm Ascribe has released CX Inspector, the latest version of its text analytics software within the Ascribe Intelligence Suite. The software, powered by the company's natural language processing technology, provides topic and sentiment analysis based on customers' verbatim comments.

[goascribe.com](http://goascribe.com)

■ London-based emotional measurement agency System1 has launched its new Ad Ratings analytics service for brands and advertisers. Ad Ratings measures the emotions an ad generates in consumers and the intensity of that emotional resonance. This produces a star rating from one to five stars that predicts long-term brand growth potential. The service is launching with two years of data covering over 27,000 TV ads from the U.S. and the U.K. TV ads are typically available on the platform the day after it has aired.

[www.systemigroup.com](http://www.systemigroup.com)

■ London-based market intelligence company Infiniti Research has launched its new service portfolio on market research services. The service portfolio includes: market sizing and forecasting; market trackers, newsletters and sales battle cards; and industry best practices assessment.  
[www.infinitiresearch.com](http://www.infinitiresearch.com)

■ Canada-based company Intouch Insight Ltd. has added Internet of Things capabilities to its suite of customer experience management products and services. The company will use sensors and other devices to help location-based businesses collect contextual data like temperature, sound and traffic and identify how they impact purchase behavior, customer satisfaction and overall customer experience.  
[www.intouchinsight.com](http://www.intouchinsight.com)

■ Information services company Experian has launched Experian Ascend Analytics on Demand, a big data and analytics platform, across its Europe, Middle East and Africa region. The platform allows customers to build predictive models and make decisions by applying machine learning and AI techniques to Experian's anonymized credit, client and alternative data to create a whole-of-market view.  
[www.experianplc.com](http://www.experianplc.com)

■ Los Angeles-based research platform Fuel Cycle has launched FC Live, a qualitative research solution for conducting in-depth interviews via video calls. The solution is integrated into Fuel Cycle Communities and allows researchers to create and schedule interviews to connect with respondents on mobile and desktop devices. FC Live's analytics are supported by an integration with Fuel Cycle's partner Voxpopme. Recorded FC Live videos leverage the Voxpopme platform for video analysis, including transcription, sentiment analysis and video editing.  
[fuelcycle.com](http://fuelcycle.com)

■ Auckland, New Zealand, research solutions firm Infotools has integrated with data collection platforms Voxco and FocusVision Decipher. Both platforms now have direct connections with the Infotools Harmoni solution for data processing and visualization.  
[www.infotools.com](http://www.infotools.com)

■ The Global Research Business Network (GRBN) has published the GRBN 2018 Global Top 25 Report, which provides an analysis on the trends in the research and data analytics industry as well as a list of the Top 25 companies in the industry and their profiles. This year, GRBN has formed a new partnership with Diane Bowlers, the report author.  
[grbn.org](http://grbn.org)

■ Arlington, Va., company Hanover Research has launched Brand Tracker, a quarterly measurement tool of brand health and benchmarking. The tool is designed to measure brand health by quantitatively benchmarking customer feedback on a company's brand as well as their competitor's brand. It includes survey design and audience identification, survey administration, analysis and reporting.  
[www.hanoverresearch.com](http://www.hanoverresearch.com)

■ Oslo, Norway, research solutions firm Confrimit has released its State of Customer Experience 2018 report, conducted in partnership with Engage Business Media. The report analyzes factors that define leaders in customer experience across different industries and across B2B and B2C markets.  
[www.confrimit.com](http://www.confrimit.com)

■ Research company Smarty Pants has released its 2018 Play & Play-things Report, an annual study of the state of play among U.S. children ages six to 12. The report includes new data and insights into evolving play patterns, contemporary play trends and the toys, games and IPs that are popular with kids.  
[www.asksmartypants.com](http://www.asksmartypants.com)

■ Canada-based research firm Leger has acquired the Relative Happiness Index and the Relative Happiness Index at Work. The company is unveiling three new indexes: The Leger Happiness Index, which evaluates the general frame-of-mind of populations; the Daily Mood Index, which measures trends in the population's mood over time; and the Leger Happiness Index at Work.  
[leger360.com](http://leger360.com)

■ Consumer insights firm MetrixLab has launched Avaya, a new tool that allows clients to understand consumers' emotional reactions to brands and brand communications. Avaya covers eight emotional domains considered most relevant to marketing activities, including joy/excitement, surprise/amazement, trust/admiration and love/passion as well as fear/terror, anger/rage, sadness/grief and disgust/loathing. These emotions are converted into stimulus that allows respondents to express how they feel without using words. Avaya then produces one Emotional Intensity Score, which can be benchmarked against MetrixLab's database and key competitors.  
[www.metrixlab.com](http://www.metrixlab.com)

■ Chicago-based researcher IRI has announced an expanded relationship with consumer data and segmentation company Geoscape to launch IRI and Geoscape Acculturation Audiences. The solution allows marketers to target U.S. Hispanic and Asian households based on their level of acculturation and past purchase behavior.  
[www.iriworldwide.com](http://www.iriworldwide.com)  
[geoscape.com](http://geoscape.com)



Quickly Identify  
your market opportunities for growth

Deeply Profile  
the right target audience earlier on

Build Highly Relevant  
products and communications that  
feel personalized to individuals

We pioneered agile market research to provide clients with actionable answers and confidence at the speed of their business. Our team of full-service agile research experts leverages our online qualitative and quantitative platform to help clients think smarter and act faster.

[gutcheckit.com](http://gutcheckit.com)



QUIRK'S

# OUTLOOK

2019

COMMENTARIES BY INDUSTRY LEADERS ON THE YEAR AHEAD

Welcome to Quirk's Outlook 2019! We asked research companies to offer up their viewpoints on a range of topics – from the role of automation in research to focus group best practices – to provide an overview of some of the factors that will impact marketing research as the year unfolds.

P2Sample looks at how the sample industry is changing in the digital age. SurveyMonkey lays out five ways agile research will impact the research landscape in 2019. Fieldwork provides tips and future predictions for respondent recruiting. Fuel Cycle explores new research tools for online qualitative research. OvationMR explains why the human factor shouldn't be overlooked in B2B research. Critical Mix discusses the Internet of Things and how it can benefit market research. RIVA reflects on lessons learned from training qualitative research consultants. Toluna argues that digital tracking will be essential to consumer insights strategy in 2019. Communicus shows how strong research design can provide better insight in advertising research. Confrimint details how artificial intelligence can help research practitioners evolve. O'Connell Group offers six things research leaders can do to fill the void in consumer insights. House of Marketing Research outlines how to positively impact focus group clients, partners and participants. YouGov gives steps on developing effective infographics. InsightsNow discusses how to use behavioral frameworks to apply new platforms and tools. PopResearch talks about how researchers can use automation and DIY to their advantage.

Taken as a whole, we hope this special section will help you start 2019 with the tools and tips you need to navigate the year ahead!

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## SAMPLING



## Stop focusing on old thinking

### How sample has changed in the digital age

**BY JD DEITCH,**  
Chief Revenue Officer,  
P2Sample



Times are changing and so is the sample industry. So why do we keep focusing on things that don't matter anymore? While our end goals remain the same – wide, diverse reach; quality; and dependability – how we get there has changed drastically. The fact is that most people are operating on dated views of the relevant issues and have only a dim understanding of how the proverbial sausage is made. We need to get beyond simplistic and dated views of the space and address the fundamental changes brought on by the digital age. To truly be able to judge suppliers, here are the factors you need to consider.

#### Old thinking around reach

In the past, reach meant big proprietary panels and numbers in panel books, which often had little to do with real-world project feasibility. Many still believe this is how the industry runs and nothing could be further from the truth.

**Reach today: Variety of recruitment sources.** Due to the fact that true probability sampling is expensive, difficult and nearly impossible to

achieve, our industry uses the relative ease of convenience sampling and has done so for years. With this in mind, we can take a step back and look at our recruitment methods specifically with a grain of salt. Whereas many still feel double opt-in panels are the “gold standard,” we have the opportunity to reach a deeply profiled, broad and diverse audience by using automation and various forms of recruitment.

Skepticism whirls around the idea of river sample, which earned a bad name a couple decades ago due to fundamental problems in execution. Yet, even companies that are the staunchest advocates of more “acceptable” techniques like double opt-in panels are now openly admitting they use real-time sample sources. The truth is that whether respondents have joined a panel or are just “dropping by” to do a survey in real-time, sample matters little. Both recruitment methods have pros and cons. What really matters is that we garner real, verifiable, engaged respondents from multiple sources to create diversity.

Automation allows this. From online forums and blogs to search engines, shopping sites to social networks, from gaming sites to app stores, it is possible to recruit a wide variety of real, verified people from hundreds of sources while managing quality and costs. When automation is

properly implemented in the recruitment process, it improves everything else downstream, from feasibility estimates to response times to economics for suppliers and buyers. A limited number of recruitment partners (and not simply the use of much-maligned real-time sample) should raise a red flag, as representativity can plummet in this scenario.

**Reach today: Beyond the panel book.** Sample suppliers need to be far more transparent about recruitment – their processes, technology and more – far beyond what's included in the traditional “panel book.” Not only should suppliers freely answer questions about respondent recruitment and quality assurance but they need to offer greater detail on the actual feasibility of the respondents garnered for any given project. There are several ways to get a better understanding of a supplier's capabilities. For example, we have implemented a dynamic, clickable, constantly-updated map that clearly illustrates how many of our 40+ million opted-in panel members in each of the 150 countries that we serve have been active in the past 90 days. This is just one solution that takes a step toward the transparency that the industry needs to demand in order to improve accuracy and results.

### Old thinking around quality

Gone are the days we can accept suppliers' assurances that they have proprietary systems that handle these things. We must ask them to prove it and require concrete, dynamic and sophisticated methods that leverage advanced technology on both these fronts.

**Quality today: Treating respondents right.** When we talk about respondent experience in the market research industry, it spans the entire respondent lifecycle and doesn't begin or end with survey design as many would have us believe. Sample suppliers can play a large role by taking proactive measures to ensure respondent engagement and satisfaction. A lot of this hinges on giving respondents greater control over their own experiences, even rating

surveys while in-field.

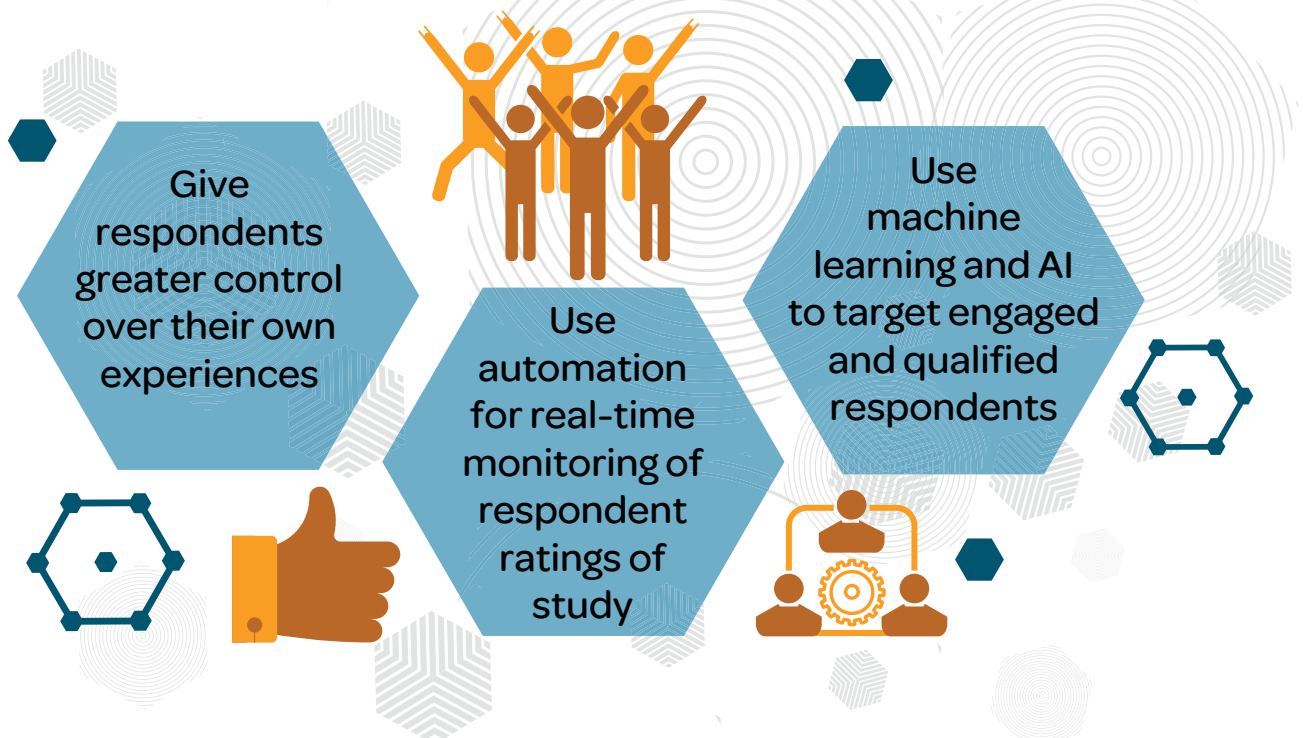
Sample suppliers are not immune from practices that create negative user experiences. Whatever the cause of these bad experiences, suppliers must directly manage the process in-field to make it stop. This includes close real-time monitoring of projects, capturing data from field statistics to respondent ratings of the study and dealing with it accordingly. Automation is our best path to unlocking these capabilities. For example, studies where respondents are able to complete a survey efficiently and with minimal pain should see greater sample flow. Conversely, bad studies progressively need to have their sample flow restricted, be quarantined for triage and even shut down if they are bad enough.

The bottom line is that we all want to reduce needless respondent churn and waste while gaining better data. Use machine learning and AI to target engaged and qualified respondents. Machine learning and AI can play role in this by boosting respondent targeting on the front-end, further helping find the survey for which the respondent is most likely to qualify for and complete. Thoughtfully applying technologies like these are meaningful steps toward optimizing the respondent experience.

**Quality today: Fighting fraud from multiple angles.** Fraud is not just a series of "bots" that can be thwarted by traditional methods. In fact, as technology advances, decidedly smart, sophisticated and savvy human fraudsters are increasingly



## TREATING RESPONDENTS RIGHT





able to break through the minimal defenses on which our industry has historically relied. Dynamic fraud detection can drastically improve fraud mitigation rates. Static techniques include things like: e-mail and address verification; Captcha blocks that require human intervention; honeypots that trap machines; and open-end questions that weed out spammy answers. These are not sufficient, even when used in concert.

Again, advanced technology can save the day here. Artificial intelligence (machine learning and deep learning in particular) can sift through the massive amounts of data and detect in real-time the ever-changing profile of fraudsters. Because this technology is self-learning, it will continue to find new patterns and anomalies in those patterns as long as it is fed billions of data points, is provided with a large amount of historical data to help it learn and is paired with humans who provide a solid foundation of industry knowledge. Dynamic methods like this are essential to fighting fraud today.

### Old thinking around dependability

Yesterday's views around dependability for sample were rudimentary: if your study was falling short, you wanted to be able to reach out to your vendor for more. You paid handsomely for this: a top-off of 10 respondents might trigger a \$1,000 project minimum or empty reassurances that help was on the way.

**Dependability today: automation, backed by smart people.** A huge part of field failure arises because detection of that failure was a manual effort. Automation can now proactively detect and address problems immediately, alerting people that action needs to be taken before it's too late. Now, instead of needing the humans

to simply detect the problem (typically when it is too late), the humans can add good judgment.

### End-to-end automation improves quality, reach and dependability

If you take nothing else away from this article, take this: Everything should be automated when it comes to sample. Automation actually has the potential to take us far beyond simple time savings and solve many other common problems when properly implemented. As we covered above, it has the power to vastly improve reliability, efficiency, global reach and feasibility and dependability. Though currently underutilized in the industry, automation is what matters. When functions from recruitment through bidding and feasibility to project execution are automated, sample companies can achieve the height of operational efficiency. This technology plays a role in every aspect of the sample continuum.

In fact, P2Sample now offers the industry's only programmatic panel and sample management platform that is maximally automated from end-to-end. This means, with the launch of our feasibility API last fall, we have a fully automated approach from start to finish, plus machine learning investments in both respondent experience and fraud mitigation. Benefits to this kind of approach are vast and affect every aspect of sample we discuss in this article, boosting agility, effectiveness and economics.

Instead of focusing on old, outdated methods, we should start demanding automation that goes beyond common limited applications. Automation can have massive benefits for process and outcomes, as well as better data and agility, when sample companies use this technology throughout both their internal and external processes.

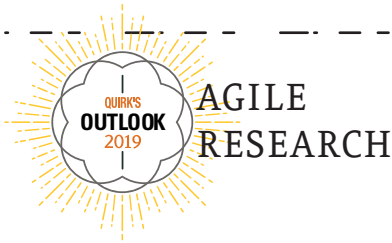
### Capabilities are far greater

Are you still holding on to old thinking surrounding data quality? Think again. Capabilities surrounding sample reach, quality and dependability are far greater than they were in the past. We need to start taking a closer look at approaches to these key issues and recognize sample for what it is: a core pillar of what we do as market researchers, providing the foundation for quality insights. Especially with greater usage of automation, sample suppliers are ready to be a true partner in evolving and meeting the changing needs of the industry. These are hard changes though, which is why many suppliers have fallen back on incremental improvements that lead to the perception of commoditization. We must demand solid partnerships and sample companies need to illustrate a commitment to change in order to improve data quality.

So why do we hold on to old ways of thinking? Technology advancements across the board allow us to deliver better results across the board. Let's agree to start focusing on new, technology-driven ways of achieving fundamental goals and this will bring our industry forward.

[www.P2Sample.com](http://www.P2Sample.com)

About the author: JD is a 20-year veteran of the market research industry who currently serves as CRO of P2Sample. He began his career client-side in financial services, then went on to hold senior global positions at The NPD Group and Ipsos. Prior to P2Sample, he held executive positions at AYTM and Bakamo.Social. JD is a frequent speaker and a thought leader in the insights industry as it evolves to tackle the challenges of the digital age. He has a Ph.D. in political science with distinction from The American University and a B.A. from the University of Pennsylvania. He lives in France with his wife and two sons.



## Beyond faster and smarter

### 5 ways agile research will help companies do more with less in 2019

BY TOM HALE

President, SurveyMonkey

Hope you don't mind my getting buzzwordy and metaphoric all at the same time but the agile wave has crashed on the shores of market research. Insights and research pros need to be thinking about how different our jobs will be five years, three years and even 12 months from now thanks to the rising tide of technology and start-up culture that's transforming more and more functions, markets and industries.

Organizations of every stripe need to be gathering feedback and acting on the concerns of their most important constituents – their customers, their employees and their markets. Increasing competition and the accelerating pace of business create a tailwind that is making research and feedback more important than ever. But this also means that market research needs to move faster and be more iterative as multiple streams of data merge over time. The answer? Agile research.

I have a unique vantage point to observe changes that are already afoot and ones that are coming soon. SurveyMonkey has paying customers from over 300,000 businesses and organizations conducting research on our platform at all times, so our usage data gives us a clear view of the trends that are transforming the market research landscape every day.

Our team has compiled five data-based predictions on how agile market research



will impact our professional lives.

#### What is agile market research anyway?

At this point, you might want to interject something like, "Wait, I didn't even know market research could or should be agile. What gives?" Fair point, so let me briefly define agile market research before we continue.

**Agile research is iterative.** The era of doing a couple of large, set-in-stone projects a year is gone. Today your research goals adapt to the ever-changing needs of the business, which translates into frequent projects that validate your strategy along the way.

**Agile research is part of your business process.** Research used to be something that you had to commission from a third party, involved a lot of resources and took a long time. These days, we see more and more businesses

from start-ups to the enterprise resort to DIY solutions like our fully automated consumer panel, SurveyMonkey Audience. When research and insights are right at your fingertips, they become an integral part of your business.

**Agile research runs on the fly.** With 24/7 automated solutions like Audience, we see users launch their market research survey in the evening so they can bring actionable insights to the follow-up strategy meeting the next morning. (Talk about a smart way to look good in front of the C-suite.) Now that real-time market feedback is a reality, the possibilities are endless. You might still run your full annual brand tracker but you can also easily launch smaller, faster pulses if you need to check market perceptions after, say, a news event or a product announcement.

Now on to our predictions for 2019.

## 1) Automation will make us faster and more productive.



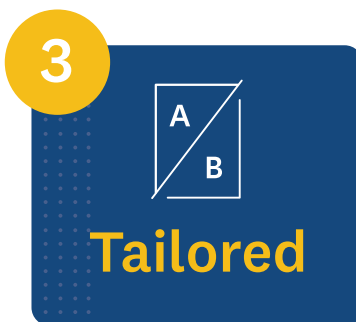
No one wants a robot to replace them at their job – until they remember the tedious tasks that are also a part of their day. Think project scoping, feasibility checks, getting a price quote or launching your project. Wouldn't it be great to get them done in one click without having to talk to a human at all? Well, good news: This is already becoming common. We see hundreds of projects launched on our self-service Audience panel in any average week and one-in-eight happen on the week-ends. You don't even need to come into the office to launch a global survey!

## 2) Artificial intelligence will make us smarter.



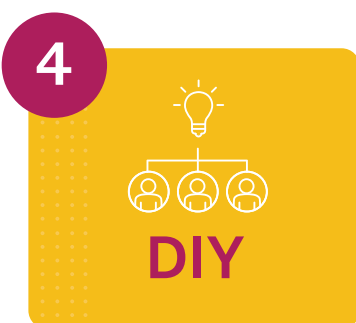
Writing a survey may be easy for market research pros but it's a daunting task for the layperson. As with other skilled professions, this complexity means an entry barrier to our field which tech is now demolishing. Fifty-eight percent of our users make changes to their surveys after receiving automatic recommendations from SurveyMonkey Genius, an artificial intelligence-enabled survey assistant. Even novices can launch professional-level surveys thanks to the expertise of our survey science team combined with the power of machine learning trained on billions of survey responses.

## 3) We will rely more on use case-specific products.



Many research methodologies have an innate repeatability. Think about concept testing, brand tracking, ad effectiveness, customer satisfaction or Net Promoter Score. We can take advantage of that to scale our research efforts through use case-specific software. In the past – and remember SurveyMonkey's been around for 19 years – we saw the need for survey templates that anyone could deploy easily. Now our customers' needs have inspired us to launch purpose-built solutions for our most common use cases. One is SurveyMonkey CX, our automated NPS solution that integrates seamlessly with Salesforce; another is SurveyMonkey Engage, a turnkey employee engagement program; and you can expect more innovations will come down the pipeline.

## 4) We will rely less on centralized insights functions.



Here's a data point: Fewer than 10 percent of SurveyMonkey Audience customers work in insights or research roles. Interesting, right? The insights function will keep its place within the organizations that can afford it but in both large and small companies we are seeing more marketing, product and strategy teams taking ownership of their research needs and projects. DIY market research is a growing field and part of our mission is to create the software tools that will help speed up this democratization of research.

As research guru Ray Poynter predicted not long ago, "Research will continue to evolve to become a skill, not an industry."

## 5) Teams will add more agile research to their planning.



Now here's a paradox for you and me (and many of our peers, for sure): In a customer survey, we found that 56 percent of companies have continued demand for market research but face limited or shrinking budgets. Fewer resources, same (or more) need for insights. While agile research projects are not the type to break the bank, they still need to be accounted for in your planning and budget management – even months or a full year before you even know what those projects will be. Some of our savviest customers are getting market research budgets approved early on and then storing those funds in Audience Credits they can use to purchase panel responses at any given time. This way, their research stays agile and nimble and they don't run the risk of losing unused budget.

### What do these predictions mean for you?

As we witness this rising tide of technology-enabled trends swirling around our ankles, We shouldn't be scared about research and insights jobs being in peril. On the contrary, my overall takeaway is positive.

Agile research technologies like machine learning assistants and use case-specific software give us a great opportunity to focus on the part of our job that adds the most value to our organizations. We will have more time to focus on the tasks that only humans can do: deriving the insights that lead to strategic action and better business outcomes.

Now that's a wave worth riding.

Thanks for reading this and if you have feedback or a perspective you want to share, feel free to reach out to me @ tomeghale or thale@surveymonkey.com. [surveymonkey.com](https://surveymonkey.com)



## AUTOMATION



## 'If you don't want a generation of robots, fund the arts!'

### How to make automation and DIY your friends

**BY CHRIS HUBBLE**

CEO, PopResearch



The quote above, from Cath Crowley's *Graffiti Moon*, captures the direction of market research (MR) as we embrace do-it-yourself (DIY) tools, automation, metadata and artificial intelligence (AI). Be bold, grow some bolts and embrace the changes machines bring to our processes to create a stronger culture of innovation and insights.

DIY automated tools are becoming as qualified as humans when it comes to logic-based tasks. As machines become smarter and more capable, they will continue to assume these types of roles in market research. Eighty percent of the job I've been doing for 30+ years could be automated within the next 15 years. Bring it on – let our collective industry experience get behind machines to make them work smarter and harder for us, especially at dull, repetitive tasks.

While machines may be able to match humans in logic, when it comes to creativity they are woefully inadequate. This is the space we ought to play in as market research consultants.

It doesn't matter what your role is in the industry, automation is your friend. Maybe you're a first-time user of market research who can finally afford these services thanks to DIY or a major buyer of market research services whose

CFO is patting you on the back for saving the company money. Despite these upsides, there are trade-offs to consider as well. As a first-time user, you'll likely need professional help to get started. As a major buyer, you'll likely sweat the additional resources required to pick up the slack of utilizing DIY tools. As a consultant at a supplier, you will need to adapt and assist clients with these sorts of challenges associated with DIY.

The benefits of DIY tools are clear: faster, cheaper and in some cases easier technology. So too are the pitfalls: lack of training and MR knowledge, no visibility into sampling and quality control and sometimes a decrease in efficiency. DIY users must take into account the additional time it will require to construct a study independently, analyze the data and compile accurate insights. At the corporate level, savings in cost and time will be lauded. At the individual level, market research providers must embrace technology, shape it to their needs and anticipate the challenges.

One of the key elements to keep in mind about automated technology is the experiences and opinions of its creators are deeply ingrained in its features and thus in the output we see. So it's crucial to get involved in creating the next wave of market research technologies – brief the developers, create best practices and design the user interface. Get your hands dirty and make it happen!

For the market research consultant, this means considering all the aspects of your job that can be automated: quality

control checks, data integrity, hours of data pulling (with risk of human error), painstaking PowerPoint creation, etc. Your goal should be to make these tasks the purview of automation, leaving you with the complex design, data analysis, interpretation and integration of insights.

For smaller brands and companies using MR services for the first time, automation can provide security and comfort in knowing you have access to industry best practices in survey design, sampling and data integrity. For instance, concept and copy testing have been democratized through automation by companies like PopResearch and Zappi. These companies provide clients with full survey templates, norms and a dashboard of results at a fraction of the cost of traditional, full-service research providers. It is extremely important to audit whichever platform you choose to work with to ensure quality results. Your provider should implement automated sampling (Tier 1/ESOMAR 28-compliant sample sources) and monitor survey response quality control by using tools such as Imperium's Real Answers. If you are using these tools properly, your only remaining responsibilities should include the customization of your study and the interpretation of results. These are the tasks best-suited for you, as you understand your company's business goals and challenges better than anyone else.

For enterprise market research users, automation can ease the burden of managing your own research. It can eliminate the need to build out a massive research

department to take on project management. Let the machines handle these types of tasks, traditionally managed by Millward Brown, Ipsos or TNS.

For example, one of PopResearch's enterprise clients wanted to measure the impact of the content they create for their clients. Their media-buying clients frequently requested data to demonstrate efficacy and impact of content but they didn't want to pay for it. The specific business challenge was that traditional market research tools were not scalable across their 400 advertisers and 3,500 pieces of testable content. A traditional market research provider would also require \$1,500 for programming, \$1,000 for sample and \$1,500 for data processing/coding, totaling \$4,000 per ad (unmarked up). That's a whopping \$14 million research budget, not including the cost of labor to manage 3,500 projects. Automation allowed our client to deliver the requested data to their ad sales team and clients at a fraction of the cost, resources and time.

With the help of automation, another enterprise client went from testing ad content only in the United States to executing copy testing globally on all spots. The copy test survey template was automated to ensure global consistency while also allowing the ability to upload creative, customized target audiences and tailor communication goals in under five minutes. Furthermore, fieldwork processes were standardized globally to ensure consistency. Upon fieldwork closing, data tables, verbatim comments and fully charted results were available for download. We were even able to automate comparisons to norms so our client could compare their ads with norms side-by-side in chart format.

The most successful companies will utilize DIY and automated tools alongside more traditional partnerships:

"Automating the process for our content testing has freed up quite literally hundreds of man hours. It has allowed the ad research team at BuzzFeed to take company best practices and innovate and personalize our work to the human intent of each piece of content. We're able to execute survey setup to finished report with minimal time spent manag-

Task	Automated solution	Impact
Survey creation	Automated custom survey templates for each of their study types.	Choose a template, customize it and launch in under five minutes.
Field management (sample and respondent quality)	Automated API link to Tier 1/ESOMAR 28-compliant sample sources.	Same sample quality as full-service MR firms.
Data processing	Fully automated for all supported question types and Ascribe Natural Language Processing for all open-ends.	Data tables, full verbatim comments and respondent-level data files available immediately upon fieldwork completion.
Reporting (data charting)	Automated custom chart and report population.	Immediate export for analysis and insights.
Timing	Mere minutes per study on project management and entire focus on interpretation and insights.	Less than 24 hours.
<b>Cost</b>	<b>A small line item in the media buy.</b>	<b>Less than \$1,000 per robust test vs. control study.</b>

ing the research and all our efforts focused on interpretation of results and integration of research into the ad sales process. It's hard to imagine automation or technology as advocates but the efficiencies of time and cost automation has provided has made our internal partners at BuzzFeed advocates for the work we do." – Margo Arton, senior director, ad effectiveness, BuzzFeed.

For several PopResearch clients, quantitative research has historically been viewed as a costly and tedious process. However, automated tools have completely changed this perception. One of our clients said that automated products like PopResearch have saved them significant time and allowed their teams to focus on what really matters to clients: the success of their advertising strategy. They receive results so quickly that they can apply them to upcoming campaigns almost immediately. By using the proper automated tools, your company could save time, money and manpower, allowing your people to focus on client needs.

Throughout history, technological advancements have ignited fear. The battle of "man versus machine" dates back centuries, as does the question, "Are they taking our jobs or merely easing our workloads?"

While automation has the ability to make our lives easier, it certainly has its dangers. The desire for cost reduction may lead to the use of automated tools for tasks they are not yet suited for. Large investments in tools whose

life cycles will be short given the pace of change is probable as well. There is also the potential of using automation to repeat well-trodden industry mistakes. I have seen several industry professionals demonstrate this in their cringe-worthy use of metadata and AI machine learnings to derive "what makes great advertising." Correlating copy test data to ad performance is exactly the reductive, misguided approach that has vilified copy testing within the ad world for decades. Creative advice such as, "Use more relatable characters," is utterly useless to your strategy, even if it comes from a machine.

However, there is no progress without risk. And that very risk is what makes a person's market research experience more valuable than ever. There is no replacement for the human element in market research, as we remain critical to interpreting and integrating consumer insights. So, in the end, it's not a choice of man or machine. It is the union of the two that will be most powerful in promoting progress within our industry. To find yourself at the center of this growth, you must embrace change and foster both your creative and scientific sides. There will be cheering until we are forced to acknowledge just how incompetent machines are without human input – ask one to fill your car with gasoline and you run of the risk of wet seats!

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## FOCUS GROUPS



HOUSE of MARKETING RESEARCH

HMR

# A guide to market research mindfulness

How to make a positive impact on your clients, partners and participants

## BY AMY SIADAK

President, House of Marketing Research



Let's face it, when your client reaches out to you at 3:00 a.m. on a Saturday with an urgent request, most rules of civility and etiquette go out the window. Research professionals are constantly dealt the seemingly impossible hand. Whether it's a short timeline or the needle in a haystack recruit, we understand that you're under the gun. Luckily, we have a few facility rental and project management tips and tricks to help you plan accordingly, get ahead of the curve and maintain your sanity and manners throughout 2019.

**Make contact.** In the age of e-mail, it's not uncommon to plan an entire research study without picking up a phone. However, we highly recommend connecting verbally with any consultants or facilities you may be using for the first time. Having a short introductory call with a potential partner is a great way to gain insight into how the communication with them will transpire throughout the project lifecycle. Also, it may tip the scales when it comes to decision time and determining which partner

you might work the best with.

**Avoid radio silence.** Don't be afraid to inform a supplier if your goals, timeline or budgetary needs do not match their proposal. Radio silence and avoiding turning down a proposal wastes valuable time for everyone involved and may create confusion or follow-up when it is no longer warranted. Similarly, you can also request a follow-up at a predetermined time (two weeks, next month, etc.)

**The early bird gets the facility rental.** From the moment you hear a whisper of a study timeline in the wind, reach out to facilities in the desired region. It's always best to check availability and place holds on facility dates early even if you aren't ready to secure a rental. It's free and better to be first in line rather than finding out all the facilities in your selected area are booked during your ideal time. This is especially helpful when trying to complete studies just before a holiday, towards the end of the year or if you are looking to conduct research in a more rural or suburban area with fewer facilities.

**Location, location, location.** Does the facility you're scoping out meet the needs of the observer or the participants? Ideally, you can find a spot that ticks both of those boxes. However, when recruiting for a study it is always important to ask the question, "Will this location be easy for participants to travel to?" If you're unsure of whether the location is a

good fit, speak with someone at the facility and gather feedback based on your needs and the population you are researching.

**Facility guest count.** Let your facility know how many clients will attend with enough notice to ensure the proper number of support staff is scheduled to assist and help with a smooth execution of your study. Overestimating is always better than underestimating. In general, providing facilities with as many details as possible is helpful. Knowing the number of observers, estimated time of arrival, estimated time that meals should be served, food restrictions, special diets or any other needs that might arise will help avoid last-minute scrambling.

**Facility code word, "Pineapple!"** Trying to keep a study blind? Prior to arriving at your facility, assign a code word to use with hosting staff while checking in, advise your clients to not state the company or organization name when they arrive and avoid wearing branded apparel and accessories sporting your logo. This keeps studies blind and provides a more secure experience.

**Don't let hunger slow you down.** When you're working on a major research study, eating is often the last thing on your mind. However, a full belly goes a long way. Making sure all observers and research staff have an appetizer upon arrival at a facility, or snacks shortly thereafter, enables

them to do what they do best – gather insights! Let your facility know that your team would like to order upon arrival or if you prefer to have food ready-to-eat.

**Hungry participants provide poor feedback.** The same logic applies to participant meal planning. More often than not, participants are traveling from work, just leaving school, picking up their kids from daycare or pretty much anything besides just eating breakfast, lunch or dinner. Ask the facility to provide snacks, or ideally a full deli tray, for participants while they are waiting for the group to begin. You'll get more out of the respondents if they are fed and not hangry.

**Time to check in.** Advise your participants to arrive at least 20 minutes early. While 20 minutes may seem excessive to some, providing a decent buffer allows time for that pesky accident that held a few people up in traffic, allows respondents to complete a re-screener, non-disclosure agreement and other paperwork and gives a few minutes for that almighty bathroom break before the two-hour discussion begins. Starting a study on time and ending a study on time is a win-win and respects the time of participants and researchers alike.

**Incentivize early arrival with a drawing.** Providing cash drawings for those who arrive at least 20 minutes early incentivizes participants to allow sufficient time for travel to the facility and enough time to check in. The typical early arrival drawing consists of one to two drawings, \$50.00 drawing per group (depending on group size).

**Be mindful of the participant.** The delicate tango of recruitment doesn't stop at writing your screener. Select convenient dates, times and study methodologies that match the profile of your audience. Speaking

with new moms? Perhaps an in-person interview is too soon – try an on-line interview instead. Speaking with first-generation Chinese immigrants who moved to the U.S. within the past two years? Make sure the interviews are conducted in-language and pre-determine if you'll be conducting interviews in Mandarin, Cantonese or a mix of both.

**On topic.** Indicating the topic or client to the facility you are using may be helpful even if they aren't recruiting or assisting with other aspects of the study outside of the rental experience. Some clients may have been to the facility already so the team may already have an idea of what to anticipate. Knowledge is power!

**One-way viewing, not listening.** Most one-way mirrors in facilities are not soundproof. Make sure everyone who is viewing is aware that their voices may carry into the room for participants and the moderator to hear. Rather than take the chance, keep your chit-chat to a minimum and save your feedback for the break or debrief.

**Enlist the help of a qualitative assistant (QA).** QAs are a great resource while conducting focus groups. Whether you need someone to run notes to the moderator or deliver props or samples during the focus groups or interviews, a QA can be a valuable addition to your team. Advise your facility ahead of time and check their rates and availability. You may be glad to have an extra sidekick for the big day.

**Stay incognito.** Even if it's not after Labor Day yet, you may consider leaving that white jacket in the closet. Lighter, brighter colors have a greater chance of being viewed through the one-way mirror by participants. Similarly, make sure to keep the observation room dark and

dim those bright mobile devices.

**Build a positive rapport.** Don't be afraid to say thank you and say it often. Showing appreciation to all involved with your project (participants, consultants, project managers, facility staff, etc.) is a small but impactful step in building bonds that strengthen not only your current research study but also set the foundation for positive future collaboration.

**Moderators are not robots – yet.** Moderators have a demanding role in the research process so advocate for them when you can. Ordering dinner? Don't forget the moderator. Debriefing after 10 hours of interviews? Agree on a reasonable duration and be cognizant of fatigue.

**The devil is in the details.** Treat questions as an opportunity rather than a nuisance. Dependable research facilities and research partners will ask many questions to understand the project objectives in order to offer suggestions as to what they can realistically accomplish within a given timeline. Conversely, be wary of suppliers who do not ask enough questions before providing costs and feasibility.

Whether you are conducting online focus groups or in-person focus groups, acknowledging and being mindful of the human element in the research process goes a long way. Applying just a few of the simple steps above will ease in the planning and implementation of your next study. In the process, you'll find that you've not only fostered greater communication with your partners and clients but also minimized unknown factors and established research processes that can be replicated and perfected for the future.

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## INTERNET OF THINGS

criticalmix

# May I have permission to speak to your refrigerator?

Is the Internet of Things the solution researchers have been waiting for?

**BY HUGH DAVIS**

Co-CEO, Critical Mix



Before taking action to solve the survey experience dilemma, it is crucial to understand the Internet of Things (IoT). To put it simply, IoT is when a consumer's devices can communicate with one another to send and receive data. IoT takes Internet connectivity beyond traditional smart devices like computers, tablets and smartphones. It extends these capabilities to devices traditionally considered "dumb," such as one's refrigerator, coffee maker and washing machine. Tiny embedded sensors will transform all devices into active participants in this data exchange.

As a consumer, you may be thinking, "Why would I need my coffee maker to be a smart device?" Well, imagine this: Your city is experiencing unexpected inclement weather

and your standard 25-minute commute will now take 50 minutes. Before you even wake up, your smart alarm clock has checked traffic, cross-referenced your calendar and is set to wake you up 30 minutes early after recognizing that you have a 9 a.m. client meeting. While being punctual is important, so is waking up to a hot cup of coffee. So in addition to waking you up earlier, your alarm clock has notified your coffee maker to prepare your usual cup of coffee 30 minutes early. Thanks to this exchange of information, you will be on time for your meeting and have coffee in-hand the moment you wake up. Interconnectivity among devices enables you to start each day on the right foot, regardless of circumstances beyond your control.

Imagine you just finished a load of laundry and find that your favorite sweater shrunk from a large to a small. Well, what if each of your clothing items contained a sensor that could inform your washing machine exactly what each load contained? Your washing machine would perform the perfect cycle every time. Perhaps you accidentally placed a red shirt and white pants in the same load. Your smart washing machine would recognize that performing the cycle as is will result in a lovely but unsolicited shade of pink. To save you from this first-world disaster, your machine will refuse to start and

notify you exactly why.

As devices communicate with each other, the consumer benefits are endless. Refrigerators taking inventory will ensure that you never run out of ketchup, your thermostat will always be set to the optimal temperature, your car will let you know when the line at Starbucks is short and place your order in minutes.

As IoT develops, we will see these types of conveniences emerge more frequently. The applications of IoT in home automation, elder care, medical care, productivity and energy management are endless but personally, I am most excited for its impacts on survey research.

Currently, we face several challenges in survey research:

- Surveys are too long and only getting longer.
- People don't want to take surveys.
- Survey response bias skews data.

To combat these challenges, I ask, "Do I have permission to speak to your refrigerator?"

Leveraging Critical Mix's kNOW Instant Insights survey product, we asked a nationally representative sample of 1,000 U.S. adults the following question, "Assuming proper measures were taken to protect your privacy, if you owned a smart refrigerator that could keep inventory of the products you purchased, would you share this

## IF YOU OWNED A SMART REFRIGERATOR,

WOULD YOU BE WILLING TO SHARE ITS DATA  
IN EXCHANGE FOR REWARDS?

71%

17%

12%



**kNOW**  
Instant Insights  
from criticalmix

data in exchange for rewards?"

Seventy-one percent of survey members said yes.

Survey members who permit researchers to communicate with their smart devices will still be incentivized for participation but now without the hassle of a 20-minute questionnaire. By minimizing the legwork required by respondents, survey research will see a surge in participation. Additionally, market researchers will gain access to immediate, accurate data, free of survey bias. IoT will transform survey-taking and distribution processes, leading to a new age of survey research in which the experience is effortless and the data is precise.

For years, market researchers have actively tried to improve upon the

issue of survey length. The challenge is striking a balance between a respondent's survey-taking experience and your survey's ability to acquire the necessary data. As a researcher, while it is crucial to develop a survey that answers all your questions, it is equally important to ensure that it does not appear daunting. By facilitating data collection directly from smart devices, IoT will enable researchers to shorten and fundamentally eliminate tedious surveys. Once respondents grant permission to extract the data, their work is done.

By communicating with a consumer's home devices, researchers will be able to uncover answers without speaking directly with the consumer. The issue of over-asking survey questions will be nonexistent. As these

innovations take shape, we will no longer require 20 to 30 minutes of a respondent's time and survey-taking will not be considered a laborious task.

By simplifying the survey-taking process, more consumers will feel inclined to participate in market research. Increased survey participation will lead to a larger pool of respondents, garnering more extensive and holistic data. The effort required for survey completion will shift from survey members to smart devices, further promoting participation.

IoT will serve as a transformative gateway to rich, accurate and immediate data, free of survey bias. Incorrect survey responses occur for several reasons, including a respondent's embarrassment, lack of knowledge, human error and rushing to complete a survey. IoT would eliminate these issues by authorizing researchers to communicate with devices designed to collect and report accurate data. We would gain access to a larger, more comprehensive data set and, in turn, better predict and analyze consumer behavior. Additionally, the transfer of data from these devices would be quick and seamless. After data collection, researchers could dive into developing insights and bypass the wait for survey members to complete questionnaires.

While we still have a way to go with technological developments and privacy concerns, IoT has the potential to make this vision a reality. The result of applying IoT to market research is a better experience for respondents and higher-quality data for researchers. IoT might just be the key to finally revamping the survey-taking process, increasing survey participation and enhancing data accuracy.

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## Fill the void in consumer insights

### Six things leaders can do now

#### BY DIXON SMITH, MBA, CPC

Managing Principal,  
O'Connell Group,  
Executive Search



The C-suite demands real-time, predictive insights that give them the confidence to make smart investment decisions ahead of the market and competition.

Leaders are awash in data and information from a rapid and relatively inexpensive proliferation of sources. But they are often surrounded by people and systems ill-equipped to effectively extract, interpret, connect and deliver clear and actionable insights from the data.

The gap between what business leaders need from insights teams and what they are receiving has created a vacuum. And, as Aristotle postulated, "Nature abhors a vacuum." Insights organizations can either lead the way and fill this vacuum or watch as others fill it out of necessity.

Do you find this to be terrifying or exciting?

Experiencing the "creative destruction" that occurs in a rapidly evolving profession can be terrifying (or at least uncomfortable) for insights leaders because it demands change and growth.

We see this vacuum creating a natural space for insights professionals to lead. It is an exciting opportunity to

build an insights ecosystem and transform the plethora of data into foresight that leaders can use to take advantage of opportunities or mitigate risk.

#### How did we get here?

As far back as 10 years ago, Boston Consulting Group (BCG)<sup>1</sup> investigated the barriers to traditional marketing research migrating up the organizational value chain. Its 2009 report identified the continuum of consumer insights performance, with "order taker" at stage one and "strategic foresight organization" at stage four, where they deliver a competitive advantage. BCG found that almost 90 percent of the companies surveyed followed a more traditional approach to market research and were still at stage one or two.

At that time, only 34 percent of line managers agreed that the insights team consistently answered the question "so what" and only 32 percent agreed that the insights function translated research findings into clear business recommendations for senior executives. Conversely, insight teams felt that line management lacked engagement in the research process. Fewer than half (41 percent) thought that business leaders in their organization would pass a "pop quiz" on important facts about consumers.

Marketing researchers were trapped in the silo of their staff function and lacked an engagement model linking their work strategically to brand- and business-line decision makers.

Fast-forward 10 years and traditional market research/consumer insights organizations are still under tremendous pressure to demonstrate value and many are still struggling to connect with leaders at a strategic level.

Most companies have embraced big data as the most promising lever of change. The volume of data – and the speed with which it must be captured and studied – have sharply shifted investments toward data science and increased the demand for data scientists and statistical analysts. IBM predicts that demand for data scientists and advanced analysts will spike by 28 percent by 2020, creating a shortage that potentially disrupts ongoing product development, acquisition and go-to-market strategies.<sup>2</sup>

Some insights leaders have made the necessary adjustments to "modernize the shop floor" to harness the dynamic power of data-driven business intelligence. They have diversified their talent sets with staff conversant in data science, social/digital media and evolving insights communities.

But change comes with a cost. We have seen significant headcount reductions in traditional marketing research roles as companies reallocate resources to data science and analytics.

#### What's next for market research and consumer insights?

Do we foresee the end of traditional insights? No, but insights leaders must re-envision the function to encompass a

broader – not narrower – set of research and insights disciplines. More to the point, the mere addition of data science and analytics professionals is not the silver bullet some claim. Success also depends on a strong connection between the insights function with line management, as BCG found in its study.

Forward-thinking organizations are redefining skill sets and redesigning roles to build teams of leaders who are capable of aggregating, collaborating and delivering insights across the business enterprise, even beyond marketing. Their teams are becoming more strategically relevant by placing data in context and telling the stories that explain the “why” of the current state and inform the “what’s next” forecast of customer behavior.

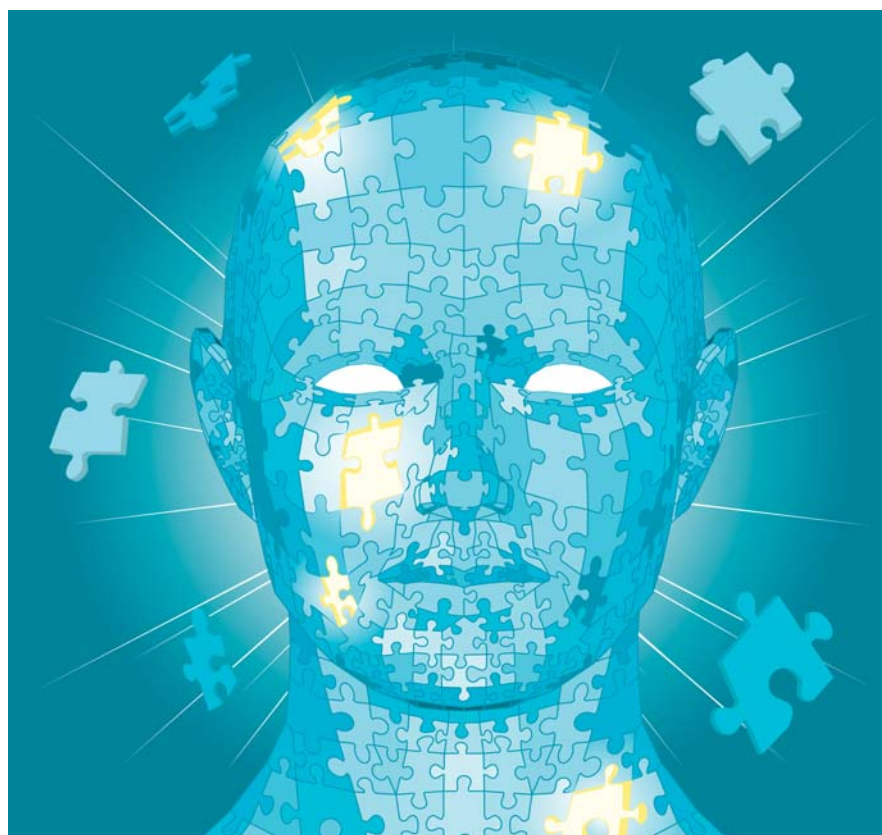
They also recognize the fundamental need for ongoing education and training. A 2018 study<sup>3</sup> found that 70 percent of researchers receive less than one week of training per year. Consequently, professionals with the greatest potential and drive will transfer or leave to find the environment where they have the best opportunity to develop their careers. They are digging deeper to understand the business, learn new skills and combine research and data science in new ways to add value. The rising insights stars won’t wait for you to transform their role from order-taker to strategic advisor.

### Build a transformative insights team

Don’t be satisfied by simply filling the void. We see inspired leaders making tough decisions to create the optimal environment, then reshaping their teams with insights professionals who continuously evolve their skills and value.

Here are six proactive steps to take now:

- Position insights as the center of corporate learning. If the insights function is expected to move beyond tactical support to the role of strategic counselor, the insights head must hold an executive-level position.
- Act as the strategic custodian of portals that harness multiple data streams and methodologies.<sup>4</sup> Become indispensable to other business applications where insights will add value such as logistics,



supply chain, e-commerce, customer experience, geolocation, etc.

- Hire for aptitude and attitude. Many skills can be learned but conceptual thinking, strong communication, leadership potential and passion for the business are critical.
- Build cohesive, cross-disciplinary teams where informal learning happens daily. Plan and budget formal training for developing new skills. Open doors for progression toward insights management and general management.
- Challenge your team to develop a firm grasp on your company’s business model. Create a culture that encourages critical thinking and challenges bias. Attract team members who will strengthen the overall value of insights that you deliver.
- Value speed. Identify professionals who anticipate questions and will be prepared with calculated insights. Ensure that they can clearly articulate the trade-offs and develop a business case for more in-depth study where necessary.

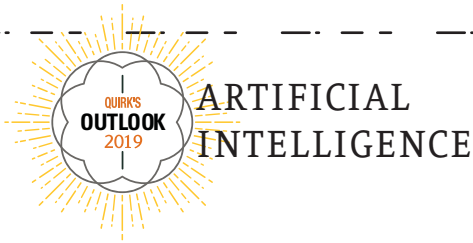
While change can generate fear, there has never been a more exciting time to be an insights professional. It’s a time to embrace the most promising drivers of change and access resources that can provide the best-practice benchmarking, competitive intelligence and professional networks you need to support your team-building strategy.

Please reach out to us to continue this dialogue and to request a copy of our new Insights and Analytics white paper.

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 314-997-0770

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## Evolution, not extinction

AI is finally driving change in the MR world but practitioners are still key to success

### BY WALE OMIYALE

SVP of Market Research, Confirmit



It is now indisputable that most industries, including market research, will not be able to escape the technological disruption of automation and artificial intelligence (AI) occurring around the world. As we have seen, automation is already happening before our eyes and the expectation of clients is only growing as AI and other game-changing technologies have had a positive impact on so many other aspects of their lives. But with real-time information and instant analytics gratification now taken for granted and even becoming expected, traditional market researchers are under immense pressure to deliver their results faster and cheaper.

Like many industries in this new economic reality, market research organizations must now uncover high-

er-quality insights almost instantly and at a lower cost, which makes automating some of their processes not only inevitable but necessary. Already two of the three major elements of research – operational and cognitive – are well on the way to part or full automation with only creativity still separating us from the machines.

Operationally, market research already has a long history of automating simple processes: questionnaire scanning was itself revolutionary in speeding up the data capture process and was created to meet the need for faster results. As time progresses, we're seeing more day-to-day tasks being automated.

The difference? There are a few:

**AI now spans the entire MR lifecycle.** As well as helping to automate survey design, sampling, data collection and reporting, automation tools are becoming available for much more advanced cognitive techniques, from emotional response recognition to multimedia feedback, social media analysis and more.

**Researchers can focus attention elsewhere.** By automating many of the repetitive tasks associated with data collection and analysis, researchers can focus their efforts on the more in-depth analytical and creative processes, such as the design of new surveys and methodologies

that truly require human interpretation. However, it's important to remember that this automation should be viewed as a benefit to help and assist humans, not replace them. One phrase I like is, "Data is stupid – it only knows what it knows." This is true; it is people that are key in the integration and interpretation of such data and processes.

**Researchers can become specialized.** As automation tools take over administrative tasks, it also frees up research teams to concentrate on evolving into specialist hubs. This becomes an even bigger asset to organizations as researchers can now become data scientists and ordinary reports turn into strategic business guidance for C-level executives. Automation equally increases the need for broadly-skilled project managers who no longer require in-depth subject knowledge but a wider understanding of the many automated steps of the research process. This certainly impacts the role of the research subject matter expert but allows research organizations to be more flexible in recruitment and service delivery.

**AI helps to break down silos.** Despite some skeptics warning of the demise of people-based organizations, there is growing evidence that automation can break down damaging departmental silos and promote col-

laboration, both across survey teams and with external partners and customers. AI is imposing research content and knowledge into tools that sit in teams through an organization. These teams and departments may traditionally not have owned the insight process and as a result they are now empowered to make immediate and positive impacts throughout their organizations. This represents a real opportunity.

### So where do future opportunities lie for “real” researchers?

Although AI and automation have come leaps and bounds from where they were a few years ago, we still have a long way to go before these machines “take over” – and the human touch is still critical to success in the MR world. Market researchers are still extremely valuable with the following skills:

**Creating something new.** With the help of machine learning, surveys will one day be created automatically once enough scenarios are fed through an algorithm. In other words, it can’t create something completely new. Because of this, the ability to create new methodologies and research processes and react to market dynamics will still be very much a human task for some time to come. New methodologies, research processes and reacting to new/changing market dynamics requires people.

**Listening to instincts.** AI also lacks the “gut feeling” we get that instinctively tells human researchers that something is not right. There will long be a requirement for people to oversee data quality assurance. That might not be a statistical exercise so much as it is an experienced researcher looking at data and just knowing something is amiss.

**Forming a relationship.** Human

clients will always prefer a human relationship with their research partners. We are already seeing that MR clients want to work with researchers as partners and trusted advisors, not vendors of data. Clients don’t want to get answers to their business issues from a machine, as dashboards of data will only take them so far. They want a person they know to answer their questions and provide that trust. And, let’s be honest, they can’t hold an algorithm accountable!

**Offering self-service.** For some clients, MR organizations will be able to provide a whole new level of ownership, delivering them self-service research programs. This model is proving increasingly popular with clients who need to gather high-level insight quickly. Clients can use self-service to select the most appropriate tools for their project, select the audience or sample and then select the type of reporting they need to produce, all from a single source. Not only does this shorten timelines but it can also simplify results-sharing and analysis through easy-access dashboards. This may ring alarm bells for MR companies worried about the diminishing need for the skills of the research agency. But I would argue otherwise. What many clients now need is quick insight. This means that sometimes they only want to focus on those questions that get to the heart of their enquiry most quickly. With automation tools to support this way of working, they may still get 80 percent of the information they need in 25 percent of the time. And that makes a justifiable business case for self-service. There will still be the need for in-depth research programs. This self-serve approach is, in fact, a new layer that sits on top of substantial analysis and insight.

**Prioritizing the consumer.** The

rise of AI and automation is creating a groundswell of focus on the consumer, as businesses now increasingly place the consumer at the heart of the decision-making process. Automation is placing research insights into the hands of individuals that can build business cases around the needs of the consumer faster and more effectively than traditional means.

The developments in automation are driving the industry toward a custom, white-glove model of research, where the needs of clients are met for whatever level of program they require – and can be delivered in the time frames and formats most suited to each need. But it’s not only clients who can benefit from a fast turnaround: automation also benefits agencies through repeatability. The more processes that can be set up and repeated, the more efficient an organization becomes, which boosts productivity and increases the usability of automation tools. Furthermore, when automation is applied to multiple processes across the organization, both time and cost savings are magnified. This ease and speed of delivery becomes a differentiating factor against competitors.

While research will continue without traditional “researchers,” the future for creative research professionals to think more high-level and holistically is bright. These new professionals will be overseeing elements, designing new methodologies, advising and working with clients as a partner, not a data source.

So, while things are certainly changing in the world of MR – specifically the role of the market researcher – we all need to remember that this is a case for evolution, not extinction!

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## Fit for purpose

### Online qualitative, certainty-cost trade-offs and machine learning

**BY RICK KELLY**

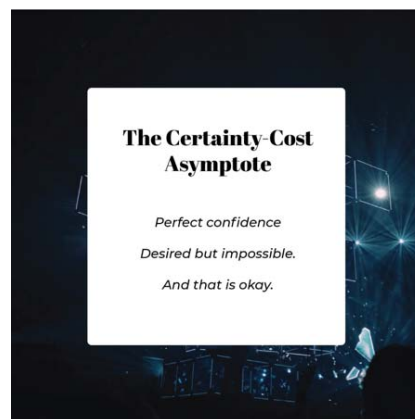
Senior Vice President of Product and Research,  
Fuel Cycle

The best days of online qualitative research are yet to come. Each year, insights professionals are introduced to new research tools that enable businesses to capture organic data, organize it quickly and share insights with stakeholders. This new breed of fast-moving qualitative research tools are powered by machine learning algorithms that remove the barriers of time and cost that traditionally prevent qualitative research from being viable for nimble businesses. Yet as machine-driven online qual becomes more common, researchers (rightly) raise questions about the efficacy of this type of research over more traditional, human-centric approaches.

As early adopters of machine learning for the analysis of unstructured data, Fuel Cycle is often asked about our view on automated text and sentiment analysis. This article is intended to explain the approach we recommend to any new research tool (including machine learning), which can be succinctly summarized as “The tools you use should depend on the research question at hand.”



And, to further keep your attention as you read, I have included a haiku summarizing each section of the article.



Asymptotes are lines that approach a curve but never touch. In the example in

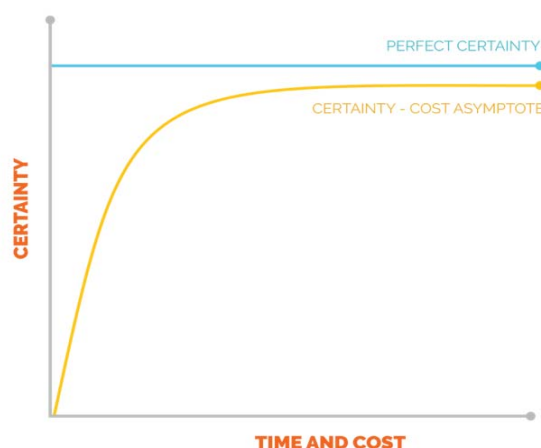
Figure 1

figure 1, the y-axis represents certainty in research results (with the topline being perfect certainty) and the x-axis represents research costs.

Certainty in market research is asymptotic, meaning that when we rely on a sample and human judgment, we will never approach perfect certainty no matter how much money we spend, the time we invest or Ph.D.s we hire. Even if we were to survey a population, it's entirely possible to introduce measurement error through our research design.

One of the features of our Research Cost-Certainty Asymptote is declining marginal certainty for every increase in cost. In layman's terms, this means that increasing certainty becomes much less cost-efficient. For instance, you increase

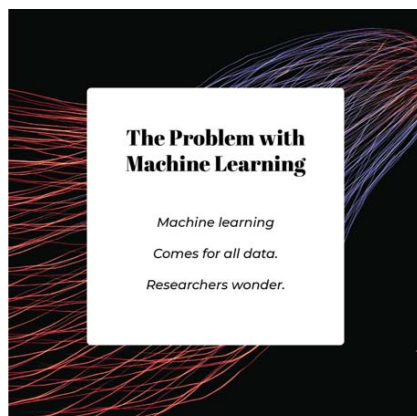
### CERTAINTY VS. TIME AND COST TRADE OFF



certainly much more by increasing sample size from 500 to 1,000 than from 1,000 to 1,500. In a normally distributed sample, from  $n = 500$  to  $n = 1,000$ , margin of error decreases from about 4.3 percent to 3.3 percent, whereas from  $n = 1,000$  to  $n = 1,500$ , margin of error decreases from 3 percent to 2.43 percent, despite difference in both samples being an  $n$  of 500. For that reason, it rarely makes sense to increase sample sizes beyond about 1,500 people in a U.S.-based study – the gains in certainty usually aren't worth the cost.

The result for most market researchers is there comes a point in cost that our level of certainty is “good enough” to make a decision despite not having perfect certainty in our outcome. What is “good enough” is typically determined by the research question at hand and the level of sensitivity to the outcome.

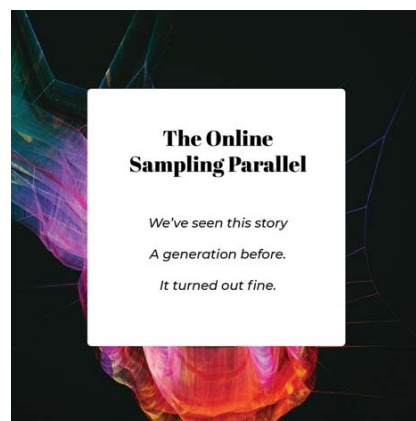
So it is with machine learning in market research, specifically when it comes to the use of text analytics, sentiment analysis and automation compared to human coding.



Fuel Cycle has been using machine learning for text analytics and sentiment analysis since late 2014. In 2018, we introduced computer vision, which uses machine learning to process images and videos uploaded to our research communities, enabling our customers to quickly analyze dozens or hundreds of images for data useful to researchers, including facial sentiment, brands, objects, landmarks and more.

Because we take a somewhat aggressive stance towards adopting new technologies, we've often heard some version of this statement: “Automated text analytics has a long way to go until it's as good as manual coding.”

People tend to be surprised when they hear our response – we generally agree! As of today, there are some certainty trade-offs made when using automation for sentiment analysis compared to using human-coded responses. However, to focus on those trade-offs misses the point of using machine learning. Machine learning, when used appropriately, enables researchers to move faster and conduct research more efficiently than they're otherwise able to.

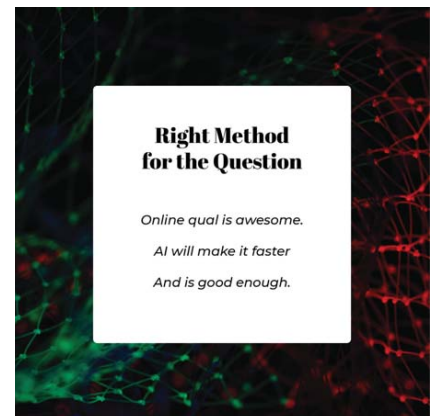


The arguments against automated sentiment analysis and text analytics have at least some superficial parallels to the arguments made against online sampling in market research in the late 1990s and early 2000s.

Twenty years ago, many research practitioners argued that online convenience sampling from an opt-in group of respondents (market research panels) would never be as good as random digit dialing-based phone or mail surveys. There is little to no theoretical support for the concept behind online panels (convenience sampling) to make business decisions or predict election outcomes. Yet today, online sampling is used extensively to forecast election outcomes and make critical business decisions with high accuracy. This is because, in general, online convenience sampling decreased the cost of market research and allowed businesses to expand the volume of research they were conducting.

In the context of the Cost-Certainty Asymptote, online sampling decreased certainty but it also decreased cost. Researchers found a point where online sampling provided “good enough” certainty at favorable price points. Online sampling enabled researchers to conduct

research with greater cost efficiency and speed than they had been able to before.



We expect researchers to increasingly adopt machine learning for unstructured data because, like online sampling, machine learning allows researchers to conduct research faster, more efficiently, with certainty that is “good enough” for many research applications.

Without reservation, Fuel Cycle believes that the research question at hand should dictate the research methodology and never the other way around. Online sampling should never replace truly random sampling for critical decisions, market sizing should never be done in a research community and automated sentiment analysis should not replace human coding for highly sensitive research. It would be a mistake to use automated analysis in an epidemiological study of rare disease patients, for instance. There are cases where increasing spending significantly to produce a slight increase in certainty makes sense.

Considering trade-offs when selecting research tools and methodologies is important. Does a 5 percent increase in certainty warrant a 200 percent increase in cost? Does a 10 percent decrease in certainty warrant an additional month of analysis?

Just because sentiment analysis isn't a good fit for some highly sensitive studies doesn't mean it's not a fit for all studies. In fact, quite the opposite. We believe most commercial market research studies benefit from the use of automation because they enable researchers to conduct research faster, with greater cost efficiencies and produce certainty that is good enough for many business decisions.

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## DATA VISUALIZATION

YouGov®

# Visual storytelling: The art of developing an infographic

## The collaborative process of data design



**JACK WEBER**

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**KEVIN STURMER**

Creative Director, YouGov

One of the most comprehensive forms of data visualization is the infographic. Infographics have a beginning, middle and end, providing the viewer with a full interpretation of the topic or idea. While other forms of visual storytelling may rely heavily on accompanying text, commentary or voice-overs in the case of video, infographics allow the data alone to drive the viewer through the narrative.

Because infographics rely so heavily on design to effectively express their purpose, tactful collaboration between the researchers or writers who source and structure the data and the designers who bring it to life is essential. When developing an infographic, five critical elements can help define and ease this process: refining the data, developing a narrative, structuring the wireframe, assembling the visuals and delivering the final product to its audience.

### 1. The data

If you're developing an infographic, chances are you have a topic in mind

and either already have or are working on accessing the necessary supporting data. Once you've collected your data, there are three key elements to evaluate before you can begin structuring your story. First and foremost, you have to know your audience. Consider why

they'd want to view your infographic and what they most want to learn from it. Is the information groundbreaking? Informative? Highly relevant? Would they share it with their boss or peers? Use this analysis to inform the next step in molding your content: selecting



the strongest data and discarding the remainder. Keep your story concise and impactful.

At this point, you'll be ready to define the output of your production. Will it be a traditional infographic embedded in an online article, 600 pixels to 700 pixels wide and very tall? Will it be a printed as a poster for display or make its way into a magazine? Knowing what your audience expects and how they will interact with the piece sets the stage for telling your story and gives both researchers and designers concrete parameters in which to work.

## 2. The narrative

Both content and visuals inform the narrative of an infographic. In arranging the data that you've selected, it's important to think through the story you want to tell and the one that will resonate with your audience. Make sure that your elements flow cohesively and support a thesis, whether you expressly state it or not.

Once you have the structure of your story, it's important to maintain a consistent visual voice. If your topic is hard and edgy, it's probably best to avoid rounded corners, soft graphics and pastel colors. Understanding your audience's style expectations allows you to lead them through the story, evoking the emotions you want to convey seamlessly.

## 3. The wireframe

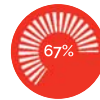
It's time to pick a hero for your story – a strong visual element that encapsulates the core of your message and serves as a focal point for your supporting data. As the viewer navigates through your infographic, this hero will serve as a constant reminder of the overall message.

As you lay out the various elements of the infographic, pay attention to how your eye tracks through the design. Like the pages of a book, there should be a visual order to your story. This visual order should help the story build toward a rewarding conclusion for your audience.

## 4. The visual

After defining the aesthetic flow, it's

# 5-Step Infographic Process



## 1 THE DATA

Read through your data and identify the audience, the format and goal of your Infographic. **Know why you're telling this story.**

## 2 THE NARRATIVE

**Boring data = Boring Infographic**  
Infographics are greatest when they have a unique, concise voice.



## 3 THE WIREFRAME

There is a "hero" within your data that leads the way. This becomes the focus around which the graphics take shape.



## 4 THE VISUAL

Stories have a beginning, middle and end. **Think about how the data connects** and the best way to visually organize your story.

## 5 THE DELIVERY

**Know your audience.** Your infographic should be easily accessible and take your audience on a journey.



time to connect the dots with graphics and design. These elements will be inspired by the decisions made in the first three steps. Detailed iconography that ties in with your hero image pairs with background patterns that support the overall mood of the piece and design elements that connect the data. This visual execution of your detailed groundwork will draw the viewer's attention and encourage them to engage with and consume the data.

## 5. The delivery

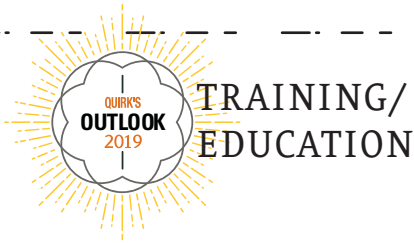
When the drafts and designs are done, it's time to share your story with the world – or at least with your target audience – through whichever delivery method you'd chosen when first parsing the data. Feedback to and engagement with your infographic once it has been published can give you and your team a deeper understanding of your audi-

ence's desires and needs. This feedback loop will support the creation of even more effective infographics, data visuals and stories over time.

## Design your data story

There are a variety of storytelling techniques that can be effective when paired with the right content. Many of these include visuals to support the inclusion of data and encourage engagement from individuals who may overlook data-filled, text-only reports. Understanding the different frameworks available, while using a methodology similar to the steps above, may prove helpful the next time you design your data story and may alleviate tensions or confusion between research and design.

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## Guiding the next generation

Lessons learned from training thousands of moderators

**BY NAOMI R. HENDERSON**

CEO, RIVA

**I**t never occurred to me, in the early 1980s, that I would look back over

more than three decades in qualitative research and see metaphorical footprints in the sand; the feet of thousands of researchers who wanted to know more about the art and science of moderating and how to provide clients with actionable results. In nearly every case, these researchers knew that moderating had more in common with art than science.

Qualitative research consultants (QRCs) enjoy the privilege of being allowed into the minds of consumers, doctors, teachers, scientists, those with serious illnesses, felons and every job title possible. We invite them to focus groups, telephone interviews, online events, conference workshops and any other place that immediately becomes a research environment after we introduce ourselves and start asking questions.

What we do as QRCs borrows tools, tips and techniques from disparate



sources. Sometimes we are like priests, listening to someone talk about an experience or an emotion while we sit in passive listening mode, working hard not to judge the one speaking. In other cases, we operate as scientists, experimenting with different approaches to solve problems. In yet other situations, we are similar to psychologists, listening to the words but analyzing the root causes of a belief system or a point of view. Sometimes we act like lawyers, stripping away elements of a story to get to facts and the rationales that drive behavior.

### How do QRCs learn their craft?

Priests and ministers, along with scientists, psychologists and lawyers, have something in common: they have all been trained in a specific set of guidelines that govern the work they do. They have taken tests, conducted a practicum in front of experts or written a thesis reviewed by masters in their field.

Not every qualitative researcher

is trained in a set of rigorous principles or practices. Some learn via the apprentice method, working as a disciple under a trained QRC until deemed trusted to work alone without supervision. There are some qualitative researchers who are self-taught, learning from their mistakes, reading books and articles in the industry and attending conferences and workshops to discuss best practices. A very small set of qualitative researchers are "naturals," picking up key skills almost by osmosis, intrinsically understanding the best way to talk to strangers and invite them to share below top-of-mind thinking. They have a lot in common with perfect-pitch singers who have had no training. Both are a rare breed.

The qualitative research industry as a whole does not have a body of knowledge in one location or a specific accredited "temple of learning" to produce "graduates of qualitative research." There are less than 10 institutions of higher learning that

Table 1

Ability to create rapport and a “safe space” in minutes	The power of UPR: unconditional positive regard	The best questions are based on journalism models	The best ways to probe to uncover information below top-of-mind
The use of appropriate rejoinders	The 80/20 rule: The respondents talk 80 percent of the time	Authentic use of the sophisticated naïveté technique	Creating an open heart and a listening ear in QRCs and respondents
Willing to live without closure	Attends to non-verbal communications at all times	Varied skills to handle vagaries of group dynamics	Listening to respondents, not listening for something to confirm a preconceived hypothesis

offer degrees in market or marketing research. If someone decides to print business cards with their name and the title of moderator or QRC, no one checks to see what, if any, credentials prove that those titles were earned through education or training.

When I started in qualitative research in the late 1970s, I bridged over from quantitative research and learned in the apprentice model, being very lucky that my mentors both held degrees in psychology and sociology. I had to read several books about “the dynamics of groups.” I also attended a plethora of meetings with those mentors, who quizzed me about what I observed as I watched them moderate. The final lessons came when they provided feedback about how I moderated. At some point, I passed the invisible line between acolyte and priest and got the green light to lead groups on my own.

I wanted to be a good qualitative researcher, finding gems and nuggets of information from different kinds of respondents. I wanted to make sure that every study purpose met the requirements of clients and that my reports were actionable. I never aspired to be a trainer of other moderators.

But life serves up opportunities and it is smart to honor those door-

ways when they open. After attending a workshop in NYC in the early 1980s, positioned as “An Advanced Workshop for Moderators,” I saw a vacuum and set about to fill it. Along with my sister, we met the requirements of having led 100 focus groups. We attended, hoping to find answers to challenges we now faced and looked forward to meeting others like us.

How disappointing to discover that the workshop provided little more than a definition of a process (which we knew by heart) and an ego trip soapbox for the session leader. He spent a lot of the workshop sharing experiences in which he showed up as the hero in every situation.

Every time I brought up a question based on a challenge I had faced, the session leader said some version of, “That isn’t the content of this workshop.” On the train ride home, my sister said, “If you want answers to your questions, you’re going to have to find them somewhere else.” That place turned out to be a request from a client who wanted a training for his staff under this aegis: “We want to be better clients when we hire a moderator so we can get the maximum benefits from the insights generated.”

Having been trained to write public

school curriculum while an undergraduate, it didn’t take long to craft a training course that stood on what I knew as best practices. Teaching thousands of researchers since that first course has illuminated the true value of training moderators.

### What is the value of training for QRCs?

Qualitative research training is not the rote learning of specific skills or the mastery of certain words. It centers on bringing inherent research skills (e.g., asking good questions/probes) into harmony with individual elements of one’s personality in such a way that the researcher sees him/herself as a tool to reach an outcome.

Qualitative researchers are in partnership with clients who have a desire to know something specific and who hire QRCs to navigate the landscape of respondents’ perceptions, opinions, beliefs and attitudes without judging any answer that comes forth.

To do that, the training of a moderator is not based on learning skills but rather based on learning about one’s self. The end result is not standing on, “See how great I am as a moderator” but, “See how great you are as a respondent who is open and willing to share your thinking with me.” To get to that space, moderator training focuses on these elements shown in Table 1.

Good qualitative researchers in the 21st century are made, not born. After training some of the next generation of moderators, I am thrilled to leave a legacy that includes a written body of knowledge and an awareness that qualitative research techniques are not static. As I move toward retirement, it is very satisfying to look back at those footprints in the sand and know that an army of trained moderators stands ready for any client challenges.

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## BUSINESS-TO-BUSINESS



## Make it matter to them

Technology is a driving force in B2B but we shouldn't overlook the human factor

**BY JIM WHALEY**

CEO, OvationMR



*"I don't know the rules of grammar... If you're trying to persuade people to do something or buy something, it seems to me you should use their language, the language they use every day, the language in which they think. We try to write in the vernacular." – David Ogilvy*

**M**oving forward, B2B research will continue to be driven by three primary influencers:

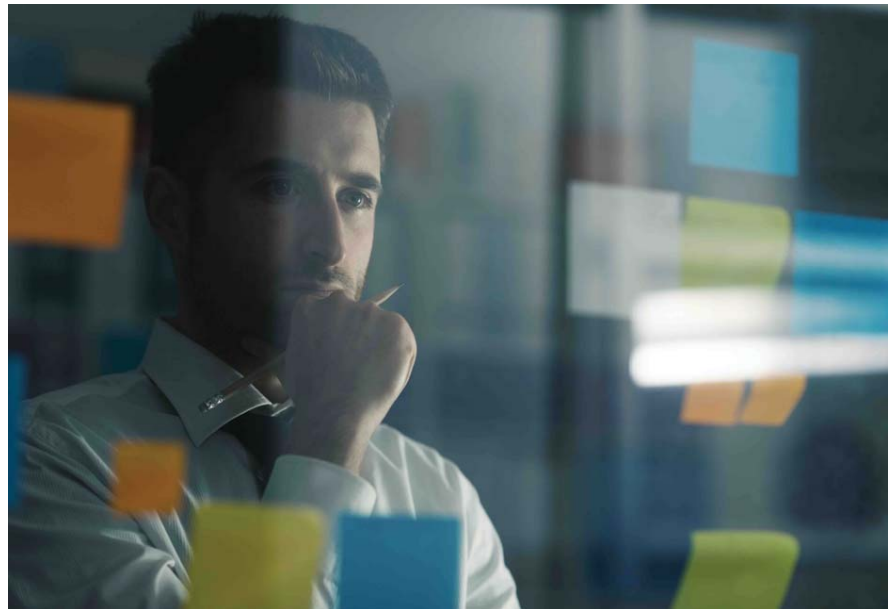
- changes in attitude and behaviors of the business consumer;
- digital marketing and the Internet; and
- technological innovation.

Technology seems like the most obvious and sexy place to start in an article but to the contrary I argue that while technology does enable us to do certain things faster or more efficiently, unless we actually do those things the technology is useless or at best less productive than it might otherwise be.

This is why I start here rather than with blockchain, AI or mobile.

**Times change, technology advances, human nature remains the same**

Ogilvy was also noted for his propensity



to make ads appear more as editorial content versus simple taglines clutched to a super-focused image of the product. Why is this important? Because if you consider most B2B marketing today, it is still very generic – opting for simplistic broad messaging to a single customer profile set which harkens back to early CPG times when pre-segmented audiences were the norm and choices were limited.

We have learned a great deal about demographics/psychographics for both the consumer and even the enterprise. We have even begun to challenge the idea of the enterprise as an emotionless task-oriented machine, making decisions solely based on bottom-line ROI.

We have come to think of businesses

more as groups of individuals who serve other people. Today, customers are less concerned about whether you are the market leader, if you won the award or have the fastest box. What people really want to know is who you are and how you are making a difference in their business and the community.

Customers have always been like this, they just didn't have the voice or platform to tell you.

**Content – no longer just nice to have**

In the months and years ahead, B2B research will require a more holistic approach. For example, we know construction and engineering firms that use tools and other equipment like work boots or

vehicles and even project management software and that conduct business in mild, winter and tropical climates have different issues and needs.

Depending on the markets you serve, your content can be about brand-building or it can be about demand generation. Your digital strategy is critical to reaching these decision makers in just the right way and the most appropriate time. Today, that right time is when the customer is ready. Get ready for it, this is inbound marketing.

By creating content about successes your clients have experienced with you in different scenarios and leveraging carefully researched keywords combined with well-tested landing pages, you will reach qualified audiences who are contacting you, armed with questions that they have prepared about their specific business problem. They most likely have already qualified you from the research they have done prior to reaching out to you for more engagement with your firm.

Creating content that resonates with both general-audience issues and niche audiences is the best way for your prospects to find you. You build domain authority and trust as more organizations link to your content – thus raising your searchability rankings.

Primary research which your organization sponsors and publishes about how the efficacy of your products makes a difference to the industry and the other communities will be key to building this trust and authority.

If all of this seems like common sense and you are already doing it, great. While 91 percent of B2B organizations report engaging in at least some measure of content marketing, 53 percent are modestly engaged with limited programs and many of them are e-mail marketing only, according to the B2B Content Marketing 2018 Benchmarks, Budgets, and Trends - North America, a study by the Content Marketing Institute. The study also indicates that only 36 percent were modestly happy



with their results, citing that 19 percent were doing very good or excellent in tying programs to KPIs.

The point: There is room to improve. B2B marketers and market researchers have an opportunity to thoroughly and rigorously test and measure in this space. Starting with common-sense communications, personalized messaging or account-based and in-bound marketing, you will continue to see growth in the deployment of researched and documented digital strategies, which will continue to be the direction for larger organizations. Small and medium enterprises will continue to ease into more comprehensive digital campaigns, leveraging primary research for content and validation on a more limited scale and increasing trend.

### Blockchain (not a fad)

While there have been many articles around the impact of blockchain on the market research industry, most have focused on applying a new platform to solving old business model problems. The areas for market research are highly disruptive, especially in the B2B space. Players like Opinion Economy and others provide technologies that will break down inefficient networks in the B2B online research space and replace them with a democratized and vibrant community through building

relationships with B2B industry associations and affiliate groups and engaging their members, offering a greater share of the CPI in return for a trust partnership and quality participation built on blockchain features like validation, profiling and event oracles.

### Mobile business enterprise apps

In case anyone missed it, IBM and Apple have been busy for the last four years in a partnership to deploy mobile applications for enterprises in just about every industry sector as well as government. From oil and gas to financial service sectors, business executives and tradesmen are armed with smartphones they can use to help them solve every day critical business challenges.

And SAP – the company that just acquired Qualtrics – them, too. These companies (like IBM and SAP) are building platforms and networks to connect businesses and data with other business, their people and insights. If it improves the ERP or the CRM process, they will find a way.

### Where will you play in this new reality?

Researchers have the opportunity to dig deeper. Data science for quantitative and qualitative researchers should be tactically insightful and strategic. And remember to always use your language.

[www.ovationmr.com](http://www.ovationmr.com)



## RESPONDENT RECRUITING



# What's happening in the recruiting room

## Pro tips and future predictions for respondent recruiting

### BY MOLLY TURNER-LAMMERS

Vice President,  
Fieldwork Seattle



As a company that has specialized in recruiting for over 35 years, Fieldwork has implemented dramatic changes in recruiting methods. As in most industries, technology has made a big difference in our operations, giving us new ways to reach the ever-more-specific targets our clients need as respondents. However, qualitative research is still about quality and nothing can replace some trusted quality-control methods in making sure clients get engaged, articulate respondents who really are who they say they are. We would like to give you some insight into what we do and what we have learned over the years, how we are changing and what that means to you. The more you know about what's actually happening in the recruiting room, the more you can rest easy that you are going to get the quality insights you need.

### The permissioned database is still the most important element to good recruiting but only if it's healthy.

Many of our recruits require us to go beyond our database but it's an essential starting point. Opt-in databases today are not just a random collection of



names, contact information and basic demographics. They are sophisticated pieces of software that allow us to track an array of specific information from medical profiles to buying preferences to political attitudes. A healthy database is not just large and information-rich, however. A truly healthy database is updated and cleaned constantly.

*Pro tip:* Don't just ask, "How many MS patients are in your database?" Ask, "How many MS patients have valid contact information and how many can you recruit in your experience?"

*The future:* Fieldwork is constantly making major improvements to our database technology to keep up with security and to streamline administration so our recruiters can focus on the personal side of recruiting that ensures

high quality and show-rates.

### The most important factor in medical recruiting is experience.

Medical specialists don't respond to Facebook posts. In fact, medical specialists are hard to get in front of, period. Successful medical recruiting requires persistence plus a willingness to try everything from scouring LinkedIn to hand-delivering information. An effective recruiter needs to build trust. That means a deep understanding of each specialty as well as the medical community as a whole. It means knowing great referral resources and the best time to set interviews per specialty. In a nutshell, it's about experience. A recruiting team that has been doing medical research for a long time is essential. Central-location recruiting

teams, like Fieldwork's NRC in Chicago, can help find those low-incidence specialists and patients that may not be feasible to recruit all in one market.

*Pro tip:* Experienced medical recruiters should have a very good idea of recruiting feasibility in their market. If they don't have any sense of whether it's possible or if they tell you they absolutely can do it even though they haven't done it before, get another opinion.

*Pro tip:* Web-based groups and interviews can help you reach those low-incidence targets without having to fly all over the country. Your recruiter should be able to offer those options.

*The future:* Medical recruiting may require the "shotgun" method for some time to come but medical communities are like small towns, word gets around. Fieldwork has increasingly become a recognizable name in medical communities across the country through multiple channels of outreach.

### **Pre-screening (online forms sent to respondents) is an awesome way to improve efficiency, with limits.**

Customized e-mail campaigns and pre-screening were game-changers for us. Suddenly we had a way to semi-automatically weed out those who were drastically non-qualified. We amplified our reach while keeping the same quality recruiting processes in place, like screening and re-screening via phone for quality assurance. Additionally, respondents can answer at their leisure, allowing us to be less invasive. Initially, response rate was very high but soon it started to slow down. We learned that sending pre-screen links too often or sending forms that were too long was frustrating. So we made some adjustments and put in some protocols. Now we encourage respondents to call us if they would prefer to be screened exclusively over the phone and we keep the pre-screen short. This means that not all screeners are good candidates for pre-screening. Screeners where there are one or two big qualifiers are best. Those that require multiple series of questions to determine qualifications or that have complicated skip patterns don't work best with these protocols.

*Pro tip:* If you need to reach a lot of people, keep your screener short and simple.

*The future:* Pre-screening will likely continue to be an important tool for recruiting but how we get the pre-screen out is evolving. With the rise in popularity of non-e-mail types of communications, especially among young people, Fieldwork is doing more to track how different audiences prefer to get information and utilizing other ways of reaching out, such as texting, social media and instant messaging.

### **Social media is messy and complicated – and totally worth it.**

Each platform is different, with ever-changing rules and advertising options. Using social media requires vigilance to spot liars and friends getting into the same study. And while it has drawn an ever-bigger section of the population, it still doesn't reach some demographics. But nothing has the potential to create buzz for your study (and for the market research industry as a whole) as social media. At Fieldwork, we have made tremendous strides implementing social media tools and we will continue to test ways of using social media for recruiting. We have learned that certain words and phrases get shared more. We have learned that a picture can double responses. We have learned what types of studies are not suited to social media. (Hint: it's not necessarily what you would guess.)

*Pro tip:* Trust your recruiter to come up with a catchy social media headline that will get attention and engagement without compromising your research goals.

*The future:* Difficult to predict, but Fieldwork is working with social media specialists to stay on top of this ever-changing opportunity.

### **Outreach methods need constant reevaluation, often on a per-project basis.**

While we are always on the lookout for the latest and greatest electronic outreach methods (ex. topic-specific blogs), we have seen our share of electronic methods that have faded or turned unreliable (ex. Craigslist). We have also circled back to some very traditional methods with surprising results (ex.

posting flyers). Bottom line is, your recruiter needs to be able to think outside the box and find the right recruiting methods for your project.

Other things that we have learned over the years that you should know:

- There's no substitute for recruiting via phone. Technology efficiencies will not weed out the inarticulate, irritated and lucky guessers. Make sure your recruiter isn't cutting corners on quality.
- The money matters. Respondents who feel they are being fairly compensated don't get grumpy about multiple calls, long screeners or not qualifying multiple times. When they qualify, they come in engaged and excited. Trust your recruiter when they approach you with a suggestion on a fair incentive.
- Repeat respondents can be good. People who have experience as a respondent tend to be more reliable. They also understand that the process is not one of seeking positive points of view but rather honest opinions based on real-world experiences. Often, they become ambassadors for the industry. In today's hyper-connected, review-everything world, that's important for us all.
- The recruiting process can provide research insights. Occasionally we learn something unexpected during the recruiting process. It may even be different than what was found in another market. Researchers who are open to learning from that and retooling the recruit accordingly ultimately get better insights.

It's our aim to make the recruiting process as transparent as possible so you can feel good about trusting Fieldwork as your recruiting partner. We welcome your questions or comments. Reach out to me at [mollyl@fieldwork.com](mailto:mollyl@fieldwork.com) or our VP of Corporate Services Aryn O'Donnell at [aryno@fieldwork.com](mailto:aryno@fieldwork.com).

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## ADVERTISING RESEARCH



# Facing today's advertising research challenges

## How strong research design can provide more actionable insight

### BY JERI SMITH

CEO, Communicus

Of all the research questions faced by today's Insights teams, one that should be very straight-

forward is actually one of the hardest. The question:

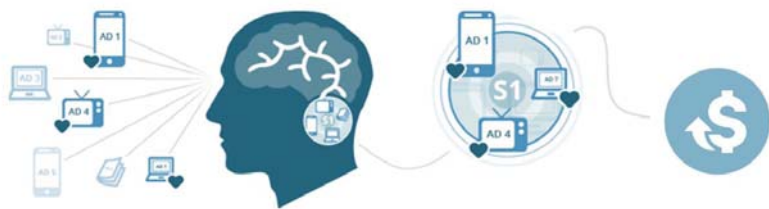
"What's our advertising doing for our brand?"

Why is this question so difficult to answer – or to answer well? Here's why:

1. There are many things that impact your brand besides your ads. Thinking that your ad-tracking study will tell you how your advertising is working reflects a highly ad-centric view of the world.
2. Consumers can't really tell you whether they've been influenced by advertising or what caused them to choose one brand over another. Much of advertising's impact takes place in the System 1 brain (Figure 1). Over time, with multiple exposures to multiple ads, the consumer might start to think differently about the brand and this might result in changes in brand attitudes or actions.
3. If your brand's advertising team has been riding the wave of new media platforms, there are lots of differ-



Figure 1: How advertising works to build brands in the System 1 brain



ent ads that your consumer might (or might not) have seen. You need to know which ads worked. And since in the mind of the consumer it all aggregates up to overall brand impressions, examining one ad at a time isn't going to capture the way the different pieces work together to produce results.

4. An ad that produces a bump in short-term sales might not be the same ad that contributes to the brand's long-term health. To help your brand grow in the longer term, you owe it to the brand to ensure that your focus isn't solely on short-term sales.

Okay, it's hard. But it needs to be done.

Here are some means by which these challenges can be overcome with strong research designs. Here's how you can become the hero who's providing correct, comprehensive answers to the question, "What's our advertising doing for our brand?" and also providing actionable insights into, "Which ads?" and, "What could be done to make the advertising work harder?"

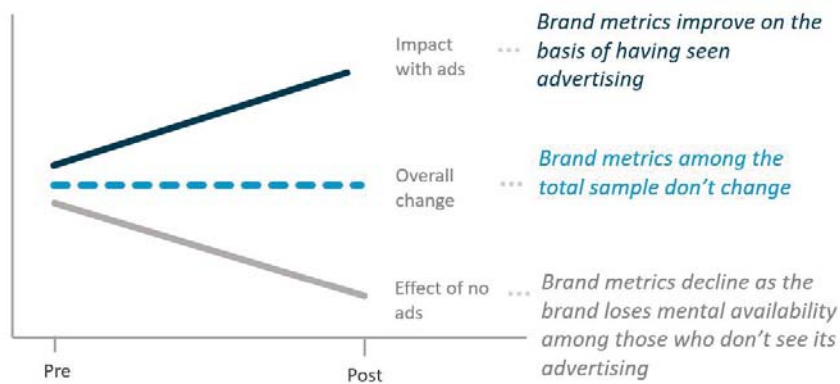
### Challenge No. 1: Sorting out the changes that have been produced by advertising from the changes that are a result of other factors

A good campaign shifts attitudes and behaviors among those who've seen it. And if it's a good campaign that's well-funded and well-placed a lot of people will see it. But even the best campaign won't be seen by everybody. And usually, the brand begins to lose mental availability and preference among those who aren't seeing the brand's advertising. Brand tracking that doesn't account for what's happening among people who haven't seen your campaign will nearly always understate the true impact of advertising.

To solve for this requires a test/control design. But anyone who's tried to run test/control market advertising tests has discovered that there's usually so much noise in the data that it's nearly impossible to determine the lift produced by advertising.

A better way is to use a longitudinal design in which the same people are interviewed before and after the

Figure 2: Isolating Advertising Impact



advertising has appeared in-market as a kind of self-selecting test. Those who haven't seen the campaign serve as the "control," representing a proxy for what would have happened to the brand without advertising. Examining the change over time among those who've seen the advertising versus the change that has occurred among those who haven't seen the advertising can provide insights into what the campaign accomplished.

Generally, those who haven't seen the advertising show declines (Figure 2). Advertising often works to offset these declines – this is the "defensive" role of advertising. Even in cases where overall brand health is not increasing over time, the campaign may be working to keep the brand's mental availability from declining.

### Challenge No. 2: Figuring out how consumers really feel about your brand and whether seeing ads has changed that

People are good at telling you how they feel right now. What they can't tell you about is their motivations – why they like a particular brand, whether a particular ad persuaded them or what would persuade them to behave differently. So we can't ask them about ad persuasion; rather, we need to observe ad persuasion using implicit means. The longitudinal design gives us a powerful way of doing that – observing how people have changed over time and what types of changes are associated with having seen different ad messages.

For this longitudinal design to work, you need to figure out who's seen the ads. Not an easy task.

### Challenge No. 3: Sorting out which ads and which media platforms have contributed

Consumers can't tell you (at least not without help) what ads they've seen. In theory, exposure-based (or opportunity to see) systems can help.

But wait. We know that not all exposures result in attention being paid to the ad. In fact, most ad exposures go completely unnoticed. So if you're assuming someone "saw" an ad who actually didn't, you'll mis-categorize people as "ad aware" who actually weren't, confounding the ability to quantify the impact of the campaign.

We need a better way of figuring out who's seen ads and which ads they've seen. For this, it turns out that appropriate memory triggers work really well to identify those who've seen a particular ad in-market. When the memory triggers used match how the ad memories are stored for a particular type of ad, we can sort people into those who've seen ads versus those who haven't with at least 90 percent confidence. These memory triggers, matched to how different types of memories are stored, provide a media-agnostic method for determining ad awareness. No longer are we tilting the scales in favor of memories that are easier to access, like recent TV spots, versus those that are buried deeper, like the Pandora spot you heard last month. Likewise, we aren't tipping the scales to favor exposure opportunities that are easier to capture, like online exposures, versus exposure opportunities in media types that are more challenging to capture.

With this ability to categorize

people based on what ads they've seen, we can create a true cross-platform measurement system. This enables us to understand not just whether advertising worked but which ads worked.

Further, with this comprehensive data set, we can develop an understanding of the combination of ads and messages across platforms that had the greatest impact on the brand.

### Challenge No. 4: Quantifying both short-term and long-term advertising impacts and creating a comprehensive understanding that encompasses both

In today's world of quarterly earnings reports and short-term CMOs, it's hard to focus beyond the immediate effectiveness of advertising. But if all that mattered was short-term results, all ads would contain offers and deals. Thoughtful, responsible marketers understand that their campaign should also support brand health. The trick is to balance the two needs and for research that provides insights into both.

Using the longitudinal design approach to examine change at the top of the purchase funnel (awareness, overall impressions) and then all the way down through brand attitudes, then to purchasing behavior and loyalty, enables the insights manager to quantify and diagnose the success of the advertising at each stage and its ability to lead the consumer down the path-to-purchase.

A campaign that only produces favorable impressions but fails to generate short-term sales is bad but so is a campaign that only generates short-term sales but does not support brand health. We owe it to the CMO to ensure that our research tells the full story, which cannot be done with sales data or attribution modeling alone.

Answering the question, "What's our advertising doing for our brand?" may not be as hard as it seems. Thoughtful approaches to study design, proven questioning and analytic methodologies, overlaid with a solid database and deep experience, can light the way.

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## BEHAVIORAL RESEARCH

InsightsNow

# Closing the gap between promise and delivery

Behavioral frameworks build knowledge in how to apply new platforms and tools

**BY DAVE  
LUNDAHL**

CEO, InsightsNow



What an exciting time to be a marketing researcher.

Over the past 20 years we have seen technology open the door for broader and deeper insights into human behavior. We first saw huge advancements in survey research capabilities. Next mobile technology enabled researchers to capture people in moments of experience. Social media then provided the capability to listen to millions of conversations. Video is enabling us to record behaviors and reactions to stimuli in moments of experience. Artificial intelligence is further advancing our profession to be able to accurately measure emotions, gauge human reactions and discover underlying motivations. Welcome to the world of behavioral research!

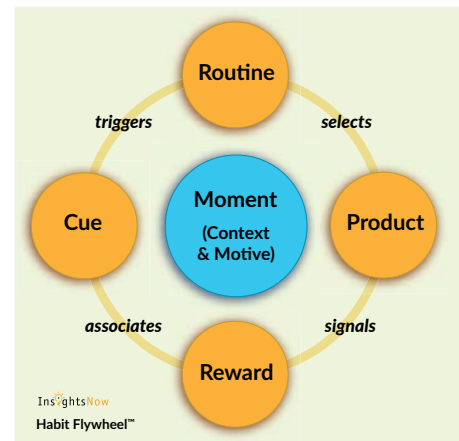
The marketing research industry has always espoused and aspired to be behavioral. Yet we still see researchers overpromising and underdelivering in providing true behavioral insights. So with all these technologies yielding new platforms and tools, why the gap? What we believe has been missing is a more fundamental understanding of behavioral science and the respective know-how to apply new technologies.

Along with technology, behavioral science has also made great advancements. However, these scientific advancements have been mostly tied up in academic literature. Apart from the occasional best-selling book, behavioral science becomes actionable when it can be distilled down into its essence. This distillation for application occurs through the formation and communication of behavioral frameworks.

At InsightsNow we have created a knowledge base comprised of an ecosystem of behavioral frameworks to close the gap between promise and delivery of insights. These frameworks have changed how we think about research design. In conjunction with information technology advancements, they have helped us raise the research bar to know when and how to apply new platforms and tools. Below are a few behavioral framework examples, how they are being applied as well as a few concluding remarks about what we believe is the future of behavioral research.

### The Habit Flywheel™

In 2016 we distilled behavioral science into a framework we call The Habit Flywheel™. This framework focuses on four aspects of product experiences which strengthen habits through repeat



experiences or lead to habit disruption. In a specific moment, a cue is needed to trigger a routine for which you select products. Those products have qualities called product cues which signal a reward which could be associated with the cues which triggered the routine.

Effective marketing campaigns are those which reinforce triggers for routines and build stronger associations between the reward and the cue. Marketing campaigns can drive more habitual use of products among brand fans through these types of reinforcements. They can also serve to disrupt habits when you aim to displace a market leader with a new product. The Habit Flywheel is also a useful framework for innovation teams to strategically understand how to design and develop products to fit within exiting

routines, to change routines for competitive advantage and/or to build into product qualities that signal benefits of value to consumers. Therefore, this behavioral framework provides a basis for marketing, innovation and product development teams. It helps these decision makers to set strategic objectives that are more behavioral. They provide a road map to know how to provide behavioral insights for business decisions.

### The Emotions Insight Wheel™

Behavioral frameworks such as the Habit Flywheel also form the basis for an ecosystem of knowledge through framework integration. For example, we have found The Habit Flywheel integrates well with a framework we call the Emotions Insight Wheel™. Together these two frameworks help us understand how emotions contribute to motivating consumer action related to habitual use of products.

For example, when consumers habitually use products, they tend to be motivated by emotions such as desire, which are felt in the context of moments. These feelings are elicited from cues in the environment (e.g., ad or time-of-day trigger) or cues from the product itself (e.g., package shape, product color). These feelings are based on cues and emotions “tagged” to past sensory memories. Cues and emotion tags are stored within sensory memories along with the context and/or routines of past experiences. Therefore, context and routines matter! They make sensory memories and respective cues cognitively accessible to motivate habits through the elicitation of feelings. Likewise, when the context or routine is changed, habits can become disrupted due to the lack of sensory memories and respective absence of feelings that motivate.

When disruption occurs, new opportunities are created for marketers to motivate product trials by eliciting feelings such as intrigue for a new experience

or hope that a new benefit will fulfill a latent need. Further, during product trials emotions play a role in the formation of new sensory memories and respective cues which in turn initiate new habits. The stronger the new emotional tag, the stronger the motive to trigger a new or improved routine or to signal new expectations of a future benefit or an adverse experience to avoid.

For example, experiencing emotions such as satisfaction, enjoyment or liking can lead to new product cues that signal a functional benefit (e.g., gives me energy). Appealing to sensory experiences (e.g., sweet taste) can become a powerful product cue, strengthening the association between product use and reward. Likewise, the association of a product cue (e.g., color or shape) with a positive social benefit (e.g., product preferred by guests) can form a new sensory memory by eliciting a feeling such as pride. All these sensory memories can lead to the formation of new habits triggered by cues within the context of specific moments. Understanding how these two frameworks fit together helps in the design of behavioral research and interpreting of results for behavioral insights. They raise the level of knowledge to close the gap between behavioral insights promise and delivery.

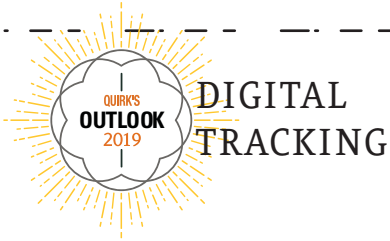
### The future of behavioral research

Behavioral frameworks like these are essential application tools for marketing researchers wanting to distill behavioral science into knowledge. This knowledge closes the gap between the



promise of insights to decision makers and the delivery. These frameworks help to uncover the human behind the behavior, revealing unexpected human truths which lead to faster and better decision-making for marketers, innovation teams and the developers of consumer goods and services. As technology marches forward, behavioral frameworks are playing a bigger and bigger role. We believe frameworks are the key to the future of behavioral research, helping marketing researchers know when and how to apply the many new platforms and emerging tools which should be included in the researcher's toolbox. For these reasons, shifting your approach to research that is more behavioral is an essential part of the future of the marketing research industry. By advancing these frameworks and integrating them into the growing ecosystem of frameworks, we will be able to close the gap between promising insights and delivering them, elevating our collective knowledge to support faster, more informed business decision-making.

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## Richer data, better insights

### Why digital tracking is essential to every consumer insights strategy in 2019

#### BY PHIL AHAD

EVP, Head of Products and Strategy, Toluna



As we close out the year and look

forward to 2019, we all know that the pace of decision-making will only get faster and the need for insights will become more and more critical. We predict that digital tracking and behavioral insight will become “must haves” for the insights industry to truly understand consumers. As consumers adopt more and more digital behaviors across different platforms and apps, digital tracking will allow us as insights professionals to enable marketers to mine richer data, develop better insight into consumers and calibrate their marketing campaigns for the best results.

Here are three reasons we believe digital tracking needs to be a core part of every consumer insights strategy in 2019.

#### 1. Digital tracking provides insight into unanswerable questions

In our always-on digital world, consumers quickly lose the ability to accurately answer questions about their

online behavior. Think about your own Web and mobile usage. If you're like most people, you flit back and forth between your smartphone, tablet and desktop. Now add to that countless social media, shopping and entertainment apps you use every single day. This will only continue to increase in 2019. In fact, according to measurement company Zenith, reported by Recode, in 2019 consumers will – for the first time ever – spend more time online than watching TV. This is significant. But are most of us prepared?

With traditional research, insights professionals may ask consumers about their online behavior but it will simply get harder for consumers to accurately answer these types of behavioral questions. Though consumers can likely recall their last trip to the grocery store, they may not recall when they last visited Amazon.com and what for. The pace of consumerism has changed and can be difficult to capture. Digital tracking can provide a full, clear and distinct road map of a customer's online behavior and will increasingly be the key to uncovering insights into questions that otherwise aren't truly answerable.

#### 2. Insights professionals can't anticipate all questions marketers may have

In the same way that it's impos-

sible for consumers to accurately answer market research questions related to their online behavior, researchers are finding it harder to accurately ask questions that provide marketers with the right type of insight. In 2019, marketers will face increased pressure to optimize marketing channels and maximize ROI on marketing spend. Market research will continue to play a part in data gathering but consumer insights professionals can't anticipate all of the questions that a marketer may have in today's complex digital world.

Insights have become much more agile, real-time and on-demand than ever with platform-based approaches for reaching consumers and influencer communities worldwide. However, surveys require the right questions be asked within a methodology that provides the right outcomes. Adding to this challenge is the fact that many questions simply can't be answered in traditional survey formats anymore. Open-ended questions are often a challenge to interpret and analyze. Digital tracking can help solve for this and provide a forward-looking approach to market research.

#### 3. Research needs to be transformational

As laid out above, the gap between claimed and observed behavior continues to widen for countless reasons.



In order to bridge this gap moving forward, insights professionals must adopt more comprehensive and robust methodologies in order to provide the deep insights that marketers depend on the insights industry for.

While the integration of behavioral data may be a new approach to some marketers, digitally-native “disruptor brands” are often built on the idea. The most innovative brands are already positioning for the future with digital tracking. Growth hacking is based on the idea of put-

ting forth a minimum viable product or idea and learning how consumers react to it. Those companies know that such data is a better indicator of success than traditional market testing alone.

But digital tracking isn’t just available to digitally-native companies. It can be used by brands of all sizes across all industries to see how consumers are finding, perceiving and buying their brand online or in real-world conditions. This will become a reality as insights becomes

more democratized in the future. Combined with more survey data, digital tracking can show marketers a full picture and provide a true understanding of their customers in real-time. If seeing is believing, then digital tracking is knowing.

What is your plan to incorporate digital tracking into your strategy for 2019?

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# Decision trees are (usually) better than logistic regression

| By Tim Bock

## snapshot

Tim Bock explores a sample data set to explain how decision trees can simplify data interpretation.

If you've studied a bit of statistics or machine learning, you've probably come across logistic regression. Logistic regression is an approach to building a predictive model for an outcome with two categories. For this reason, it is also called binary logit. For many years, logistic regression has been the standard approach to building these types of models – and if you are a trained statistician with a lot of extra time, it's a great technique. However, if you are anyone else, it is confusing and hard to interpret. Logistic regression has been superseded by various machine learning techniques, including random forests, gradient boosting and deep learning – and even the humble decision tree. Although logistic regression has long been considered a gold standard, even the simplest of decision tree algorithms – CART – is generally superior to logistic regression.

The main drawback of logistic regression is that it is difficult to correctly interpret the results. It is important to note that decision trees are not necessarily statistically superior to logistic regression. It is not their technical precision which makes them better than logistic regression but rather their clarity and ease of use. The most statistically precise model in the world is useless if the people who need to interpret it are unable to do so.

To illustrate this point, consider the logistic regression output shown in Table 1.



This model uses an IBM data set (<https://bit.ly/2rp5vwj>) and aims to predict whether or not customers churned. Even the most experienced statistician cannot glance at Table 1 and quickly make precise predictions about what causes churn.

By contrast, a decision tree based on the same data makes interpretation far easier (Figure 1). It shows how the other data in the dataset predicts whether customers churned.

This is a typical visualization of a decision tree. It is already far easier to read than the logistic regression. However, we can improve it even more by visualizing the tree using a Sankey diagram. While this is not the most common way of visualizing decision trees, I would argue that it is the best way, due to its clarity of interpretation (Figure 2).

You can view an interactive version of this tree, and the underlying code, at <https://bit.ly/2BWWzob> (registration required).

From this decision tree visualization, we can easily draw several conclusions:

- The single best predictor of churn is contract length. We know this because it is the first split in the tree.
- People with a month-to-month contract are different from those with a one- or two-year contract. CART trees always split into two categories. The fact that one- and two-year contracts have been combined means that the difference between these two groups is less than their difference to month-to-month. It does not necessarily mean that there is no difference between



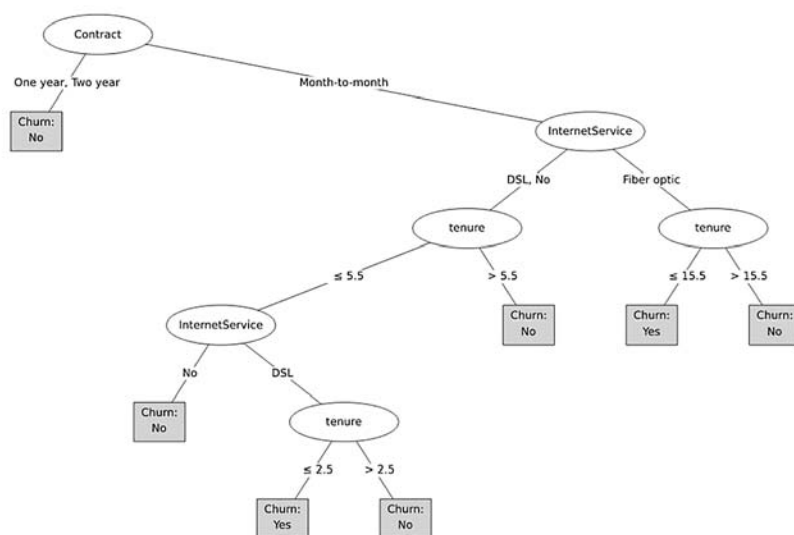
Table 1

**Binary Logit: Churn**

	Estimate	Standard Error	z	p
(Intercept)	-0.31	0.06	-4.93	<.001
Tenure	-0.03	0.00	-16.15	<.001
Internet Service: Fiber optic	1.20	0.07	16.54	<.001
Internet Service: No	-1.05	0.12	-8.91	<.001
Contract: One year	-0.85	0.10	-8.33	<.001
Contract: Two year	-1.70	0.17	-10.10	<.001

*n* = 7,043 cases used in estimation; R-squared: 0.1765; Correct predictions: 78.83%; McFadden's rho-squared: 0.2557; A/C: 6.078; multiple comparisons correction: None

Figure 1



one- and two-year contract people in terms of their propensity to churn – it just means that this difference is smaller than that between annual and monthly contracts. The decision tree could, if the data warranted, split people further on in terms of one- and two-year contracts.

- People with a one- or two-year contract are less likely to churn than those with a month-to-month contract. This is indicated by the text on the tree, as well as the color shading – more blue means more likely to churn and more orange means less likely to churn. In the interactive version of this visualization, you can hover to

see the underlying data, which indicates people on a one- or two-year contract have only a 7 percent chance of churning.

- More people are on a month-to-month contract than are on an annual contract. We know this because the corresponding “branch” of the tree is thicker. We can also see the number of people by hovering over the node.
- If we know somebody is on a one- or two-year contract, we can already conclude that they are unlikely to churn. The predictions of the model do not require splitting this branch further.
- Among the people on a one-month contract, the best predictor is their

Internet service, with people on a fiber optic service being much more likely to churn.

- Among people with a month-to-month contract who have a fiber optic connection, they are likely to churn if their tenure is 15 months or less (69 percent), whereas those on the fiber optic plan with a longer tenure are less likely to churn.

In this manner we can continue explaining each branch of the tree.

**Make mistakes**

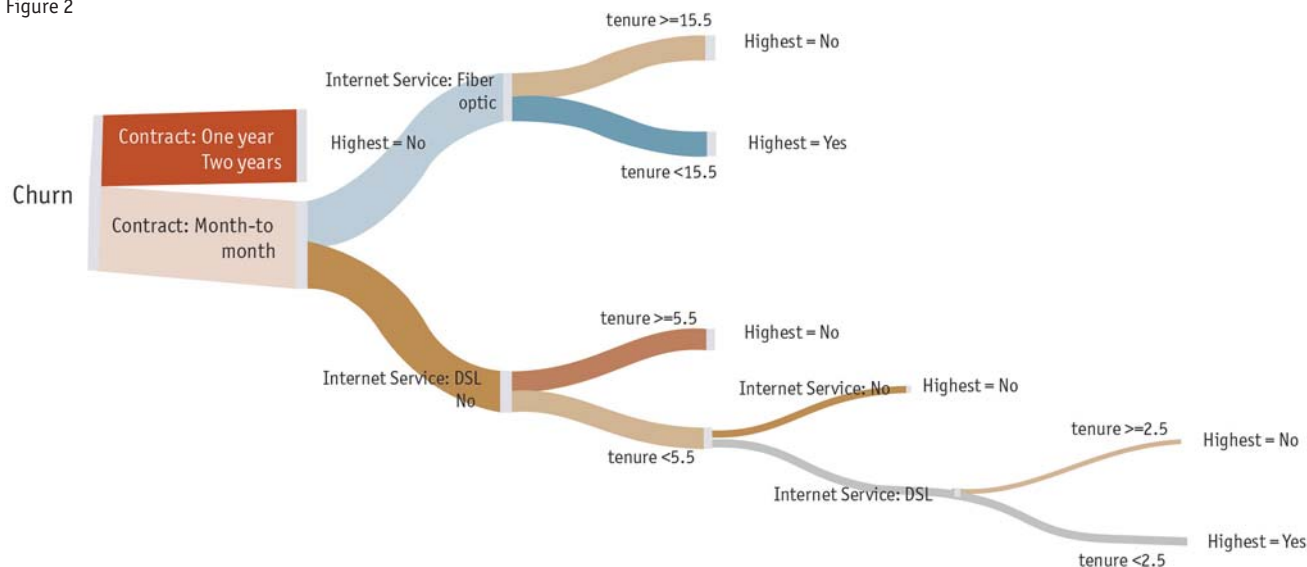
The problem of logistic regression being difficult to interpret should not be taken lightly, as it is actually more serious than it may initially appear. People trying to build a model which they are unable to correctly interpret are likely to make mistakes. Furthermore, they are unlikely to notice when something is amiss with their model. This leads to a snowball effect, whereby they inadvertently create a faulty model which they then go on to misinterpret.

The complexity of logistic regression makes this a real possibility. To use them correctly, you need to constantly ask yourself a lot of questions: Are you using feature engineering to ensure that the linear model isn't a problem? Did you use an appropriate form of imputation to address missing data? Are you controlling your family-wise error rate or using regularization to address forking paths? How are you detecting outliers? Are you looking at your G-VIFs to investigate multicollinearity?

With so much to juggle, it's unlikely that anyone other than a trained statistician will be able to correctly use logistic regression with the precision required to draw solid conclusions.

The wonderful thing about decision trees is that they really are as simple as they appear. You can use them and interpret them correctly

Figure 2



without any advanced statistical knowledge. All that is really required to be successful is common sense.

### More accurate predictions

You may be thinking that the reason logistic regression is better known than the decision tree is because it makes more accurate predictions. Perhaps surprisingly, this turns out not to be the case! With the data set used in this example I performed a test of predictive accuracy of a standard logistic regression (without taking the time to optimize it by feature engineering) versus the decision tree. When I performed the test I used a sample of 4,930 observations to create the two models, saving a further 2,113 observations to check the accuracy of the models. The models predicted essentially identically (the logistic regression had 80.65 percent accuracy and the decision tree had 80.63 percent).

My experience is that this is the norm. This is of course not always the case – some datasets do better with certain models, so it is always wise to compare multiple options. If your focus is solely on predictive accuracy, you would generally be better off using a more sophisticated machine learning technique (such as random forests or deep learning). However, given the superiority of the

decision tree in terms of ease of use, I would argue that it is usually the safest option.

So why, then, are logistic regressions better known than decision trees? Unfortunately for decision tree enthusiasts like myself, logistic regression does certain things a lot better than a decision tree can, if you have enough time and expertise. As an example, consider the role of tenure (Figure 3). The decision tree tells us that if somebody is on a month-to-month contract, with DSL or no Internet service, the next best predictor is tenure. People with a tenure of less than six months have a 42 percent chance of churning, while people with a tenure of six months or more only have an 18 percent chance of churning. As far as predictions go, this is a bit blunt. It is unlikely that six months is the magical cut-off when people suddenly become far less likely to churn. It is more likely that the chance of a customer churning drops slightly with each additional month. A drawback of the decision tree is that it simplifies these relationships. Logistic regression can, with appropriate feature engineering, better account for such a relationship.

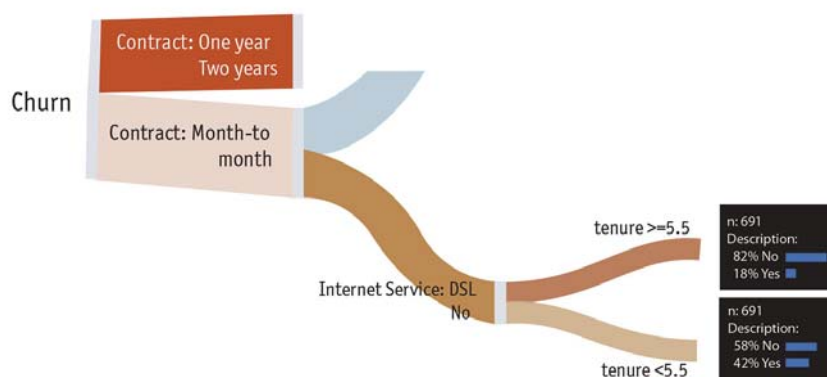
Decision trees are also very expensive in terms of sample size. Every time the tree splits the data using a

predictor, the remaining sample size reduces. Eventually it gets to a stage where there is not enough data to identify further predictors – even if some of these predictors are relevant. This means that decision trees are not a good choice for small sample sizes. By contrast, logistic regression examines the simultaneous effects of all predictors.

However, the flip side is that decision trees are much better when effects are sequential, not simultaneous. This is the case with the example shown in this article. If somebody is on a contract, they are locked in and therefore other predictors of churn are likely not relevant. The decision tree correctly shows this relationship, whereas a typical logistic regression would incorrectly consider all predictors to be equally relevant. In cases like this, decision trees make substantially more sense.

A further weakness of decision trees is that they have their own potential for misinterpretation: many people assume that the order with which predictors appear in a tree is indicative of their importance. This is often not the case – the only prediction in which the order is meaningful is the first one. If there are two highly correlated predictors, only one of them may appear in the tree – and which one it is will be a

Figure 3



bit of a fluke.

The upshot of all this is: If you're doing an academic study and want to make conclusions about what causes what, your best bet is probably logistic regression. However, if your goal is either to make a prediction or describe the data, logistic regression is often worse than a decision tree.

### Other options

There are many different algorithms for creating decision trees. In this article I have used a classification tree; however, there are countless other options that can also be used.

When creating a decision tree, a choice needs to be made about how big the tree will be. If your goal is

to replace logistic regression with a decision tree, you can maximize the predictive accuracy of your tree based on cross-validation. On the other hand, if your goal is to describe the data, it can be useful to either create a smaller or larger tree.

The key point to take away from all this is that we don't build models just for ourselves – they have to be accessible for the people who need to interpret them. If either you or your audience don't have the technical skills to correctly interpret logistic regression, decision trees are a far safer option, one with which you have a greater chance of success.

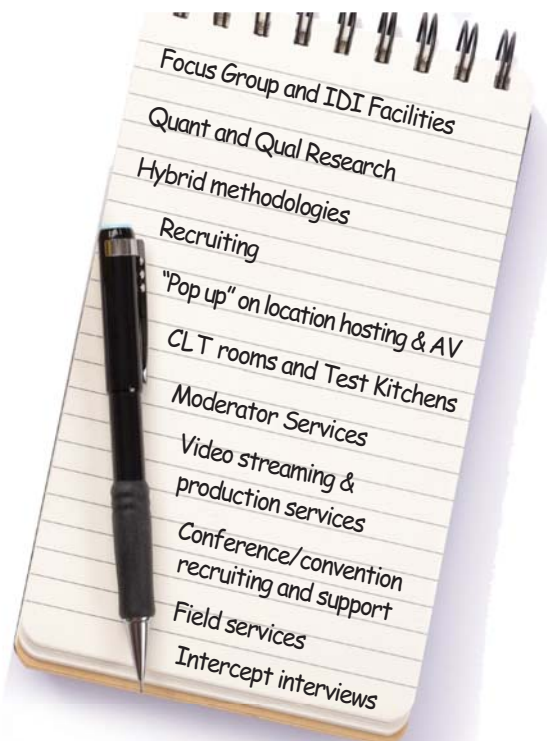
So, next time you're dreading trying to explain your logistic regression model, try using a decision tree instead! 📌

Tim Bock is CEO and founder of Sydney-based software firm Displayr. He can be reached at [tim.bock@displayr.com](mailto:tim.bock@displayr.com).



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# Time to make a difference

How insight teams can transform in 2019

| By James Wycherley



## snapshot

The Insight Management Academy's James Wycherley gives the current lay of the land for researchers and charts a way forward for the coming year.

There has never been a better time to work in an insight team.

Research and analysis roles have always provided intellectual challenge and the buzz that comes from successfully identifying a new insight about a consumer's behavior and its effect on an organization. However, in recent years, three major developments have had a dramatic impact on the scale of insight teams' opportunity. And all three are sure to increase during 2019.

First, there has been the exponential growth in customer data, driven largely by digital transactions and social media conversations. Companies that had previously never known the identity of their end consumer now offer products and services online enabling them to collect vast amounts of information about their customers, their transactions and interactions with the organization.

Second, our ability to understand human behavior has evolved significantly, in particular our comprehension of human decision-making. Developments in the fields of psychology and economics have combined to give us a rich knowledge of behavioral biases, so we can now better interpret the data we see, or know what data to look for to explain consumer choice.

And finally, a new breed of CEOs and marketing directors are preaching the importance of customer-centricity. This has led to an unprecedented increase in the demand for customer insights – and a premium being paid for analysts and researchers who have the skills to ask the right questions and manipulate data to provide the answers.

Data is the world's fastest-growing resource and the appetite and ability to use customer and market data is growing exponentially. With no exaggeration, it can be said that here has never been a greater opportunity for insight to transform the performance of an entire organization.



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### Getting more difficult

Despite the apparent opportunity, insight departments in Europe and North America regularly report that it is actually getting more difficult to do their jobs.

The insight Management Academy (IMA), set up in 2004 to support client-side (end-user) research and analysis teams in large organizations, speaks to insight leaders from multiple sectors each week. And the message is consistent: The data situation may have changed, the software improved, the science developed and the appetite increased but how many organizations are really insight-led? How many companies can truly claim to have put a sophisticated, coordinated understanding of consumers right at the very center of their decision-making processes?

How has this happened? The increases in available data and ways in which it could be manipulated, together with a larger demand from decision makers, have combined to make insight teams more task-focused. They are doing more and more analysis and research but in it itself this doesn't make their companies insight-led. Far from it.

If insight leaders are going to seize the opportunity and really make insight make a difference, they need to step back and reflect on the precise nature of the opportunity they have and plan for how they are going to utilize their resources more effectively to turn opportunity into reality.

To put it another way, if we want our organizations' performance to be transformed by insight, we first have to transform our insight functions and the role they play in our companies.

### Share a passion

For 15 years the IMA has been carrying out research into best practice in insight management. This began with the creation of the insight Forum in London, a group of 40 insight leaders from organizations

like eBay, Tesco, Barclays Bank, Nestle and Asda who share a passion for seeing insight increase its impact.

The Forum has now met more than 50 times and over 30 topics have been explored and best-practice reports written. The conversation has expanded to enable end-user insight leaders in North America and Europe to contribute to, and benefit from, the IMA's understanding. Members range from Carlsberg in Denmark to National Public Radio in America; from Boehringer Ingelheim in Canada and Germany to Transport for London, and Highways England.

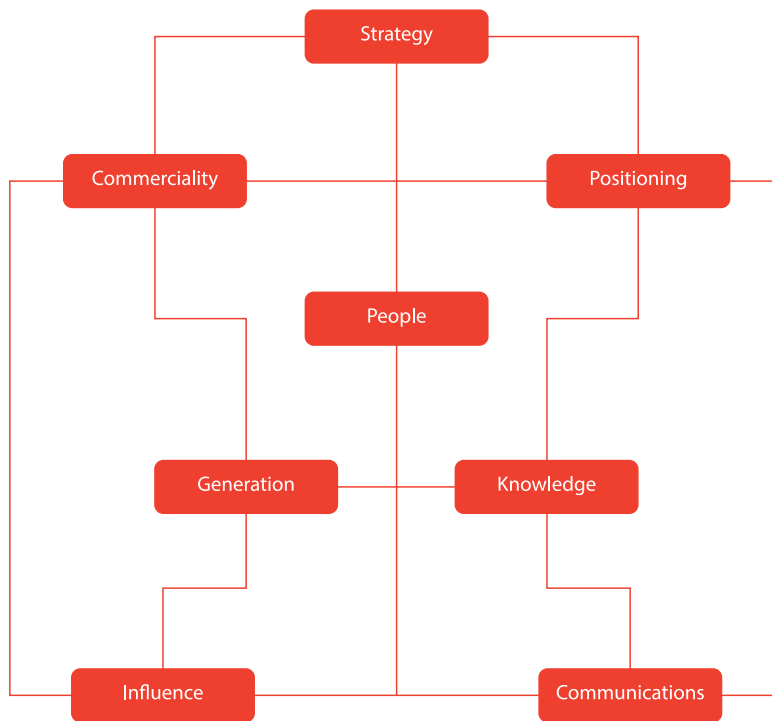
Drawing all these conversations together, the IMA has developed a framework that charts the eight key territories and 32 core areas which all insight leaders ought to explore: a roadmap for successful insight management (Figure 1). It is based entirely on senior leaders' experience and can now be used by any company to benchmark their current insight capability for free and identify ways to improve effectiveness.

Four territories relate to the day-to-day activity of insight teams. They are:

- insight generation – from truly nailing the business issue to taking a coordinated approach to solving it;
- insight knowledge – to make an organization insight-led you have to develop and structure an accumulated body of customer and market understanding;
- insight influence – there is no point in carrying out research or analysis unless it is used effectively to drive major decisions;
- insight communication – communicate the key messages of research in such a way that decision makers can take them into account without having to consult an insight team.

The other four territories are leadership

Figure 1: The Insight Roadmap



(Note: the IMA's insight roadmap was first discussed in *Applied Marketing Analytics*, volume 3 number 1, 2017.)

issues, too often neglected. They are:

- insight strategy – fewer than one in six major organizations have a properly structured plan for how insight can transform company performance;
- insight positioning – a strategy has to translate into a changed perception of insight and its role within the company;
- insight commerciality – to make a bottom-line difference, insight has to be developed from a commercial foundation and ultimately achieve a great ROI;
- insight people – from detective skills to better reporting structures, to true teamwork, to an appreciation of what it takes to be an effective insight leader.

### Insight generation

The ability to generate new insights lies at the heart of any insight team's activity. It is no surprise then that the IMA's benchmarking shows that insight leaders consider this to be their team's strongest attribute. But

there is major scope for improvement, especially in terms of the consistency with which the insights produced address the underlying business issue. Too many teams operate in a world of research briefs and research findings, not business issue identification and business solution definition.

Most projects go wrong right at the very start. If an insight team has a service function mentality, then there is a presumption that it is there to take requests from other departments. Frequently these requests come in the form of lists of information required or detailed instructions for what sort of research the other department thinks it needs.

A step change will only come if researchers and analysts learn how to work with other departments to nail the underlying business issue and then use their expertise and creativity to come up with analysis and research approaches. The best insights nearly always come from multiple sources of data, so insight managers have to become proficient in synthesising evidence and working across datasets to avoid providing partial solutions and fragmented findings.

### Insight knowledge

One of the earliest principles established in the IMA's best practice work was the critical distinction between:

- insights – individual discoveries about customers and markets and their effect on a business; and
- insight – an accumulated understanding about major dynamics in customers' interaction with the organization.

It is rare to find a progressive insight leader who does not believe that there is more value in accumulated understanding than in the next research project. And yet insight teams across all sectors spend most of their time on those individual projects, not on joining the dots between them.

Insights first have to be crystallized and recorded, then curated and cultivated. Every team needs to develop a model showing how its customers interact with it and the value created for both customer and organization through those interactions. This is sometimes described as a business blueprint and it should provide the context for every subsequent piece of research and analysis. Every subsequent project should produce new insights which enhance the model – or question it.

There is a systems angle to this. Really effective insight teams have a system to support the recording and management of insights and help share knowledge around the team (and possibly beyond, but that's a different issue). But culture is just as important. True understanding requires time for reflection and time for team discussion; time to paint big pictures and time to debate their implications.

### Insight influence

Although researchers and analysts strive for an academic purity in their work, most of us do not work in universities. The companies that employ us – banks, supermarkets, utility companies, manufacturers, telecommunications or charities – are not interested in academic understanding. They invest in insight to see a

commercial return.

It follows that there is no point in doing any research or analysis unless it leads to action, now or in the future. But whether insight work leads to action depends at least as much on how it is shared with the rest of the organization as on the quality of the research itself.

That can feel rather uncomfortable for many researchers. We all want to be appreciated for the quality of our work and have a tendency to believe that great insights speak for themselves. But it is a truism evidenced over many years that a great insight poorly communicated will usually sink without trace, while a reasonable insight, brilliantly communicated, will spread like wildfire throughout an organization.

To persuade senior decision-makers to act upon our work, we must first understand them and their communication preferences; then build trusted adviser relationships with them and finally become more savvy about the tactics we use to influence.

It is an irony observed in many companies that the researchers and analysts who are so proficient at examining the organization's customers are relatively naive when it comes to understanding the customers for their insight – the senior decision-makers within their own company.

### Insight communication

How many decisions are made every day in your organization? How many of them need to go the right way for your company to become truly customer-centric? How many of them can you realistically influence? Or even be aware of?

Insight professionals cannot possibly be involved in every decision. But a key aspiration for a progressive insight team is to ensure that key pieces of research, or key dynamics identified in the business-blueprinting described above, are taken into account.

The only way to do this is to treat the body of knowledge that the insight team has developed in much the way that a news media editor would treat their news stories. They would focus on content, audiences

and channels through which the content can be communicated.

Structure is also critical for communication, whether this means investing in storytelling, or management consultancy techniques like Situation, Complication, Question and Answer. Improving communication standards might include developing data visualization skills or decluttering charts and presentations so that key messages stand out. Our insight stories need to make a stronger impact and leave a longer-lasting impression.

This is a sea change from the "everything goes in PowerPoint" tradition of market research. It's a world of intranet portals, workshops, posters, postcards, internal communications, even gamification. One U.K.-based insurer recently communicated key facts about the retired market by utilizing an app to show senior executives what they would look like themselves when they reached retirement.

So there is much that can be done to improve the day-to-day work

of our insight teams. Work that is necessary if insight is going to make a difference.

But is this enough? No, we don't believe it is. The most effective insight leaders accept that they have a responsibility to reflect on the overall impact that insight could have and restructure the way it works to set it up for success.

### Insight strategy

The first element of this is to have a plan. Not a terribly radical idea, granted, but most insight teams have the sort of plans that list projects and allocate resources to them. This is very different from a strategy to transform insight and, with it, the organization's performance.

An insight strategy should include a forensic analysis of the environment in which insight operates, starting with the market in which a company competes and the nature of its business with customers. It goes on to look at the decision-making environment within the company and an audit of the current insight capa-



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bility and knowledge asset. Another key component in the thinking is ambition; it's all very well realizing that insight could make an enormous difference but how great is your ambition to make that happen?

From a realization of the opportunities, and a definition of the role which you see insight playing to realize them, comes a vision for how insight will operate in the future. This is followed by a mission statement to help motivate all involved in insight and its transformation journey; and an examination of the options for scope, scale, activity, output, measure of success, etc. – the tangible expressions of how an insight team's role is changing.

### Insight positioning

Insight is like a lighthouse, shining a powerful light on the issues that may prove a hazard to the company. But a lighthouse does not just rely on a powerful light; it also has to be built in a place where ships can see it.

So it is with insight. Insight functions can improve the quality of their insights and the way they communicate them but if nobody has heard of the team, or if there are negative perceptions about it, then nobody is going to give its messages any attention.

Sometimes positioning can include an element of luck. The insight leader at one European company sits across the desk from the CEO in an open-plan office and is invited to tell him every morning what new insights have been discovered. The CEO then spends the rest of the day asking all his senior management team if they acted on the latest findings!

Not all insight teams are so fortunate in their physical positioning, so they have to work harder on developing a team brand, promoting themselves to raise awareness of their work and improving the experience that other departments have of working with them.

The most effective insight functions also examine the decision-making processes around them and figure out where and how they would need to intervene to have the most impact. For one chocolate man-

ufacturer in the U.K., that meant establishing a "Phase 0" in their new-product development process, ensuring that insight's high-level approval was needed before any new range of confectionary got investment funding.

### Insight commerciality

One of the biggest barriers to insight teams making a commercial difference is that customer research and analysis tends not to be anchored in commercial understanding. The IMA's benchmarking work regularly identifies this as the territory that insight leaders have explored the least.

It is natural for insight professionals to be obsessed with understanding consumers. But it is not excusable to forget that our work is paid for by those who need to apply it to commercial decisions. Even not-for-profit organizations and public sector bodies have to consider the financial aspect of their operations and so their research and analysis needs to reference financial stats and operational dynamics as well as customer metrics.

How do you improve on this territory? The starting point is to build a commercial foundation, comprising key stats about financial performance, and then an interpretation of them through a customer lens. There won't always be hard data on everything you would like to know but there are very effective techniques available to bridge gaps in understanding.

From a commercial foundation, an insight team can start to prioritize by value rather than by who is shouting the loudest for some project support. The same commercial foundation provides a reference point when new findings emerge, contextualizing observations and helping to distinguish things that are interesting from those that are commercially important. And finally it can calculate its own "return on insight investment," a concept that should become widespread this year.

### Insight people

Last, but by no means least, there's us: the researchers, analysts, competitor intelligence officers, decision scientists and insight managers. Ev-

eryone who works in end-user insight teams and the people who lead them.


There is, of course, a strong case for better professional development, not only in technical skills but in storytelling, critical thinking and structured problem-solving.

The ways in which insight teams are structured and encouraged to work together also play a critical role in their success. There is a tendency for analysts and researchers to work alone, to enable a team to cover more projects at any moment in time. This is understandable but great insights are often developed when researchers discuss their findings, calling out the contradictions and piecing together the story.

The last area to explore in this territory is insight leadership. Leading an insight function requires a unique blend of technical, managerial, strategic, diplomatic, commercial and entrepreneurial skills. Because it is rare for insight leaders to report to executives who have worked in insight themselves, there is a growing realization that they need outside support, whether that is from peer group forums, mentors or membership organizations like the IMA.

### Make life more difficult

There have never been greater opportunities for researchers and analysts to make a difference to their company's performance. But this is unlikely to happen by accident. In fact, more data and greater executive appetite for using it are likely to make life more difficult for many in insight in 2019.

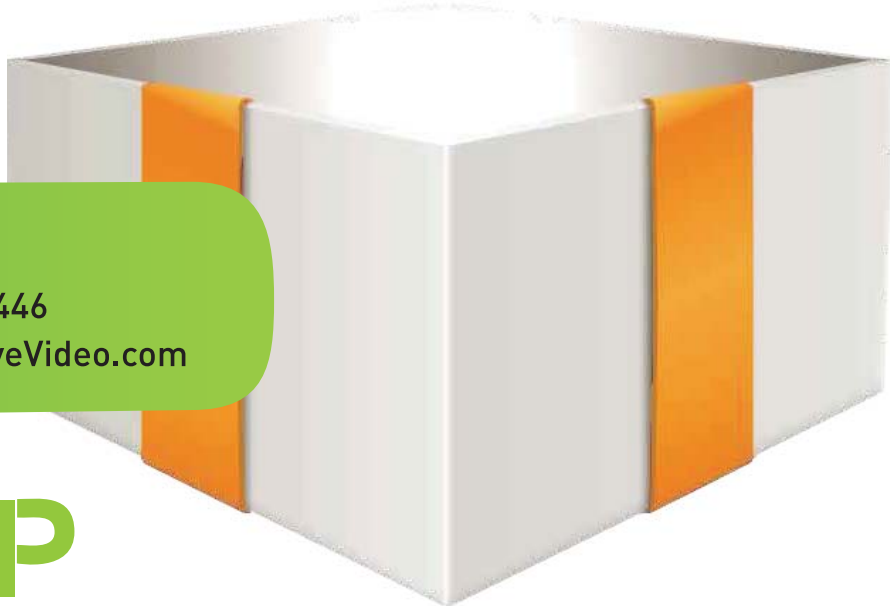
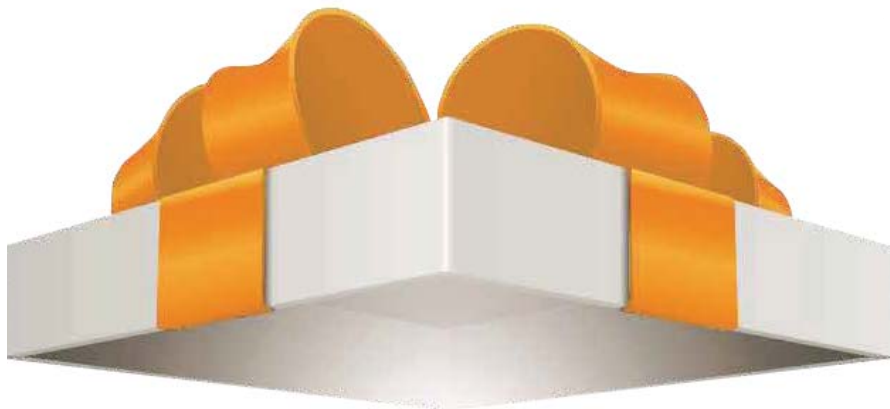
To get off the research treadmill and move insight's position in an organization from service provider to strategic asset, we all have a responsibility to reflect on the precise opportunity to make an impact in our own organizations. We should benchmark ourselves relative to other insight teams, draw inspiration from published best practices and accept that it is not someone else's job to transform insight. It is ours. 

James Wycherley is CEO of Insight Management Academy. He can be reached at [james.wycherley@insight-management.org](mailto:james.wycherley@insight-management.org).

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# One goal, many methods

Creating a customer-first media experience at The Wall Street Journal

| By Maria Petersen



## snapshot

The customer intelligence team at The Wall Street Journal used qualitative, diaries, telephone depth interviews, UX and other approaches to understand what readers want from their media.

News media and print journalism have faced considerable challenges in recent years. The general decline in circulation has been hotly debated and a slew of solutions have been applied across titles to ensure that news media can continue its vital role in society. For some that means pay walls; for others we have seen a pivoting to video as a more engaging medium to deliver journalism. In the midst of this, The Wall Street Journal has become a fully-fledged membership business. However, as Shelly Seale of the International News Media Association has said, “The paywall models of metered and freemium all have one thing in common: Their access rules are determined by content, rather than customer data. This has led to a one-size-fits-all approach.”

At The Wall Street Journal we understood that as the business pivoted to a membership model, we needed to make our offering as dynamic and customer-centric as possible. We needed to better understand what customers really want from their media, in order to provide a world-class membership experience for our members and to deliver clear direction for product development – as well as future-proofing the brand. We were curious as to what the emergent needs and behaviors of our audience were and how these needs and behaviors interact with the content we provide.

We therefore engaged the team at global research firm Kadence International to undertake a significant mixed-method research study aimed at providing the necessary intelligence to drive change and growth at The Wall Street Journal.

## A thoroughly integrated approach

The research was designed as a thoroughly integrated project – not only in terms of qual and quant but also of different qual methodologies. The study integrated qualitative research throughout the process, including 60 seven-day diaries that were completed by customers to



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detail their behavior; depth telephone interviews to drill into motivations; extensive user experience labs; and three focus groups. An additional 94 people installed software on their phones so we could track their mobile behavior without influencing them directly. All this served to frame over 5,000 quantitative interviews.

Our approach was to use three core qualitative methods to triangulate behavior. The diaries gave us stated behavior but they had the weakness of not being comprehensive in isolation, as consumers of course select what they report. So we used the passive measurement of online behavior using the phone software to get a more holistic picture of consumer behavior. Finally, overlaying the passive measurement data with demographics provided a rich seam of data. In a sense, given the numbers who took part in the passive measurement phase it evolved into a quasi-quantitative methodology (and had originally been envisaged as such). However, to derive real value from the data collected, we had to interpret it and make sense of it using qualitative frameworks.

The passive measurement data told us what people had done, comprehensively, but it didn't give their opinions on why they'd done it or the emotional context. So the third step to complete our triangulation was using the UX labs to observe – seeing how people flipped through the newspaper, how they interacted with the app and how they engaged with our content.

### **Comprehensive picture**

By understanding the strengths and weaknesses of those three approaches we were able to paint a really comprehensive, holistic picture. We still elected to run focus groups at the end of the project, using these as a sandbox to explore hypotheses, push boundaries and test more left-field ideas. Even though the groups were at the end of

the project they provided significant insight to help us hone our ideas – and most importantly, validated what we'd learned to date.

None of these techniques would have been enough in isolation but each gave us varying degrees of context, reported or actual behavior and emotionally motivated insights. The research identified three key reading modes: priority, discovery and exploratory. We found that customers transition between these three modes, depending on the time of day and their news needs. Understanding these modes and their consequent actions helped us pinpoint where we could enhance specific features to improve the overall user experience.

### **Aligned experience**

The results have provided us with a unique understanding of: our customers; the implications of using multiple devices in news media; how appetites for content are changing; and how we can adapt content to deliver better value in future. The insights we gathered helped us create a familiar, aligned experience across all our products. We have been able to build new tools based on our findings, drive emotional connection with our brand and attract new audiences.

For example, the findings from the project form the cornerstone of our digital product strategy. The first product to benefit has been the WSJ mobile app, which was completely redesigned using the findings from the research and the resulting understanding of the different reading modes the app needed to cater to. Through the research, we'd also come to understand the role the products played within the larger product portfolio, so we also brought this aspect to bear on the redesign. We worked with the product, design and engineering team on translating the key principles identified in the research into practical steps for the redesign. We also rethought the definition of engagement, broadening the scope.

The product, design and engineering

team adopted an “objectives and key results” approach to defining and measuring success, so we worked with that as well. As a result we’ve seen performance improve across all the aspects we were targeting. For example, the app is more relevant – more members use it. The app is habit-building – people use it more frequently. The app facilitates learning and discovery – when our members are using it, they go deeper and broader within our portfolio, engaging with more pieces of content

and for longer. In fact, engagement with the app has increased fourfold and the user base has seen double-digit growth percentages.

### Attracting new audiences

Going forward, The Wall Street Journal will follow six core principles based on the study, which work cross-platform, to guide its product and content development. These principles focus on: preserving and strengthening our product ecosystem; designing for our differ-


ent reading modes; driving membership across all we do; elevating our insight and analysis; applying rich content where appropriate; and delivering content with real utility for our audiences.

Having started with our mobile app, we – alongside our colleagues in marketing, product and the newsroom – have now turned our attention to the other products in the portfolio. The research has also served as a springboard for a whole host of other projects. By aligning the business around universal principles, it’s generated an appetite for more focused research to help with tactical developments across our product suite.

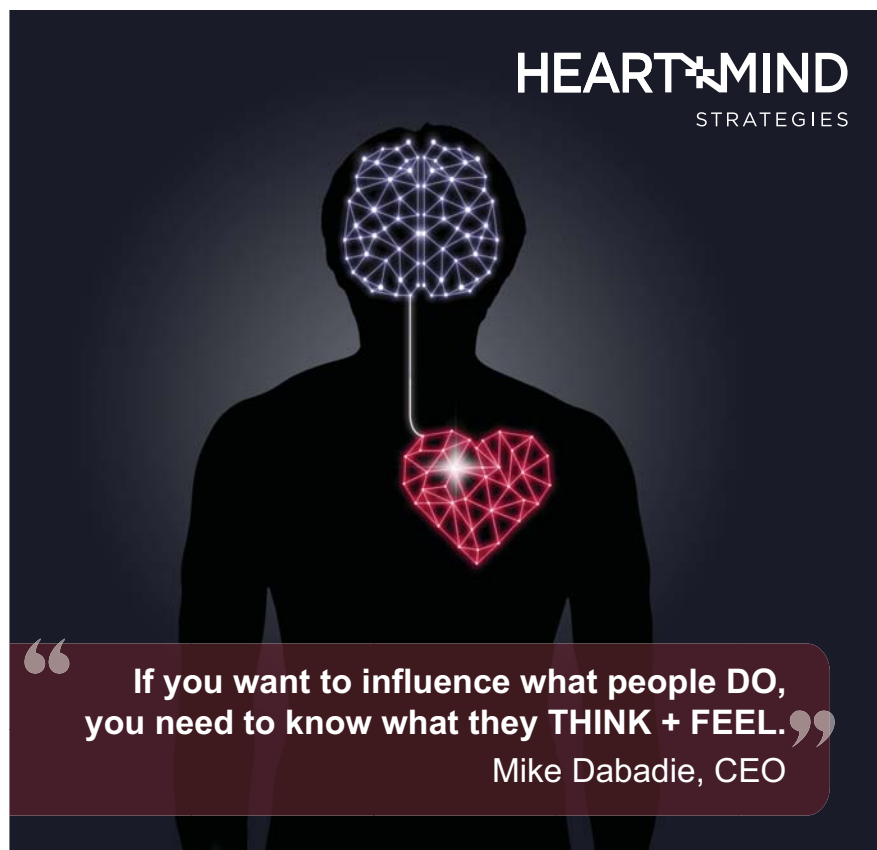
For The Wall Street Journal, the study is a strong example of how established media organizations can revitalize their offerings by putting the needs of their customers at the heart of product strategy. It was only by using an extensive and rigorous combination of qualitative and quantitative research that we could do this – enabling us to both have evidence to convince internal stakeholders of the right direction and to develop the right strategy for success.

### Wonderful to see

It has been wonderful to see how readily the different teams across The Wall Street Journal have taken the research to heart, adopting it to use in their day-to-day jobs. The findings underpin the digital product strategy and roadmaps and the audience insights are alive and kicking in the newsrooms, informing thinking on content, storytelling and new ways of connecting our members with our journalists.

Aspects of the methodology, the multi-disciplinary approach, the rigor of the research, and the collaborative manner of working both with our research partner Kadence International and with our colleagues internally at Dow Jones, is something we in the customer intelligence team see as the north star for all the other research projects in the future. 

Maria Petersen is vice president of customer intelligence at Dow Jones.



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... data quality

# Fight the good fight

How to find and eliminate cheaters, liars and trolls from your surveys

| By Joe Hopper



## snapshot

The author offers 10 things you can do to safeguard your data from the effects of undesirable respondents.

A recent RFP we received specified this: “Your proposal must include a detailed description of control measures in place to understand the validity of respondents.” That is a smart client. They know that many surveys are now plagued with fraud in many of the same ways that social media is overrun with bots and trolls.

We welcomed the opportunity to address the issue for two reasons. First, because it is a serious problem that every organization collecting survey data needs to understand and guard against. If you or your vendors have not taken measures to find and eliminate bad data in every survey you conduct, your leadership is making bad decisions based on your bad data.

The second reason we welcomed the opportunity is that we have worked hard over the years to develop good protocols to find and eliminate cheaters, liars and trolls. And we are proud of how effectively we do it. Every time we work with sample suppliers, partners or clients to remove and replace bad data, we are reminded that not many companies bother, which honestly boggles my mind.

Our protocols are not secrets and they’re not rocket science. They are just part of doing diligent, rigorous and careful research. Here are the most important things we are doing. We think you should be doing them, too.

**1. Build an elaborate screening path.** Bad survey respondents know that most surveys target specific buyers, or age groups, or decision makers with unique qualifications. And they know how to game their responses (and lie) to get in. They succeed because survey designers make it easy and obvious. So do this instead: Build a series of several, somewhat complex, screening questions. Allow for multiple responses that will conflict with each other if someone is answering randomly or if they are selecting many options to get in. You will see your qualifying incidence drop dramatically. That’s a good thing.

**2. Avoid river sample.** If you can, that is ... and for now, until problems of quality control and identity verification are solved. Most sampling panels use double opt-in verification to confirm that the people they are inviting into surveys (and compensating for their time



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and effort) are real, individual people. But they also unfortunately augment with real-time recruiting through ads and online pop-ups. There is no telling who (or what) gets routed into your survey and there is no tracing back to validate that they were real. If you're running high volume, very fast and very cheap surveys, chances are you are getting river sample. A lot of it is probably bad data.

**3. Make rule-based cuts.** A cardinal sin of research is cherry-picking data. Cleaning out poor-quality or fraudulent data can veer dangerously close to cherry-picking if done ad hoc. Do not scan through data manually looking for weird respondents. Rather, come up with rules you apply programmatically to all data. For example, decide ahead of time what counts as an unusually large or small numeric entry or what counts as straightlining or speeding. As you are deciding on who to cut and how many, never look at how your decisions will affect the outcome of your survey results, as this becomes the very definition of cherry-picking data.

**4. Build tiers of red flags.** To apply rules programmatically, write syntax that flags every instance of suspicious respondent behavior. "A" flags mark data that will result in automatic removal (like coming from a known fraudulent address). "B" flags are for serious violations, like implausible answers that contradict other data. "C" flags are for softer violations like speeding or inattentive behavior. Decide how to apply cuts based how many flags you see and in what combinations you see them. One or two C flags are okay and you can probably keep those respondents. But multiple flags, especially if they are B flags, signal bad data for cutting.

**5. Include an open-ended question.** Make sure it is a (required) question that everyone gets and that everyone will be able to answer it thoughtfully. At the end of your survey, review every response to evaluate whether it has thoughtful content. Bad respondents give you bad answers. Some will key-smash with random letters. Some will cut and paste sentences or paragraphs from other sources, even from your own survey. Some type in irrelevant information or completely generic-sounding answers that don't an-

swer your question. Tag these responses with A, B or C flags based on how seriously bad they are.

**6. Review IP addresses.** When you start flagging and cutting specific respondents for quality problems, take a look at their IP addresses. You will probably see many of them coming from similar addresses. If you use an IP-lookup tool, you will also notice that many are from rural or foreign locations with weird names like Huge Data Network LLC. They look fishy and they are. Cut all respondents with those IP addresses. Then permanently block those IP addresses from your current survey and all future ones. Sample providers will say that they are doing this for you but trust me, they are not.

**7. Build in quality checks.** Quality-check questions have fallen out of favor because panel providers are convinced that "inattentiveness" is normal and often the result of poor survey design. They are partially right. But if you're like us, you almost never design long and tedious surveys that would explain inattentive behavior (most companies unfortunately do). We find that the overwhelming majority of respondents who fail quality-control questions fail our other quality-control checks as well. So go ahead and include them. They are a useful means of triangulating bad data so you have a solid rationale for who to cut and who to keep.

**8. Look for inconsistencies.** For some survey questions you may be tempted to restrict the logic of possible answers to make back-end data cleaning easier. For example, if you ask how many years ago a person was diagnosed with a disease, why not forbid entering a number that is greater than their age? Because questions like these give you ideal opportunities to validate the credibility of respondents, that's why. There are usually several questions in a survey that will elicit logically consistent responses if respondents are telling the truth. Lay out all the possible contradictions you can find, then check and flag each one for every respondent who provides inconsistent answers.


**9. Review time stamps.** Decent survey platforms will record the "time in" and "time out" of every person who takes, or attempts to take, your survey.

You should download and keep that data along with all the important stuff. Calculate how much time each respondent spends in your survey. Very long times are infrequent and usually OK; it means somebody got interrupted and resumed taking the survey later on. Very short times are not OK; it means somebody raced through, clicking answers without reading the questions. Multiple, sequential time stamps can also reveal clusters of survey attempts (and often successful completes) from robots or fraudsters that should be flagged for removal.

**10. Search for patterns.** We try to avoid too many grid-style questions in our surveys (opting for stand-alone questions instead) but grids are often better and they can be an excellent way to find people who are not taking surveys seriously. Straightlining is when a respondent clicks the same answer for all questions in a grid. Sometimes it's legitimate and sometimes not, so decide ahead of time which grids to analyze for straightlining. Search for unlikely patterns in other questions as well, like sequential numbers in numeric entry boxes. Unlikely patterns should be flagged as indicators for potential cuts.

## Provide thoughtful input

I feel somewhat bad writing this article, worried that some might conclude we should be wary of the people taking our surveys. But that's not true. The vast majority of survey respondents participate in good faith and we can see in their responses genuine efforts to provide thoughtful input to our questions. Yes, we see it every day, so thank you dear respondents! It's that very small slice of bad actors (who cheat and cheat again and magnify their efforts through technology as well) that we're after.

Opinion polls and surveys work amazingly well (and can help you make better decisions) because good people want to share honest opinions – and they do. The key is to ensure your analysis and conclusions are based on their honest opinions by outsmarting the cheaters, liars and trolls who may be messing you up. 

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# Worth the work

How to explore the four components of customer effort

| By Tom Neveril



## snapshot

Tom Neveril offers a practical approach to help marketers diagnose customer effort problems or opportunities.

A few years ago I was hired to investigate how people with chronic diseases make a potentially life-or-death decision: selecting their medical group. As I sat down to moderate some focus groups, I was expecting the patients to explain how they identified the most highly skilled doctors. Instead, they seemed more interested in exchanging stories about subjects like office staff expertise, responsiveness to e-mail and ease of making appointments.

It seems our demand for one-click intuitive service like Amazon's has swept into every consumer category.

So, how can market researchers help marketers make their brands easier to use, if not effortless?

The challenge for market researchers is that effort is a highly complex and subjective concept to investigate. One person's "simple" is another person's "hassle." Emotions and attitudes can substantially distort self-perceptions of effort. And expectations shaped by experience or familiarity can greatly influence whether someone is successful when applying effort. So it's an important topic but it's often difficult to identify exactly what will make a brand easier to use.

Fortunately, these research challenges can be overcome. We can use our analytical skills to break down the concept of effort and then explore it with precise questions.

Here then, is a practical approach to help marketers diagnose customer effort problems or opportunities.

### Four types

Whether the brand interactions are related to shopping, transactions, usage or service, people use the following four types of effort, often simultaneously:



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- Time-related effort: Real and perceived time spent waiting, transacting, consuming and interacting.
- Physical effort: Activity or restriction of activity, including enduring physical discomfort or unpleasant environments.
- Rational thinking effort: Cognitive functions including organization, analysis and problem-solving.
- Emotion-control effort: Self-management of emotions, particularly negative emotions.

Precise questions asked during in-depth interviewing are necessary during to fully explore the components of customer effort. Moderated usability methodologies are ideal for exploring time-related, physical and rational thinking. Process diaries, photos, videos and other digital qualitative tools can assist in gathering emotional effort.

Here are some key qualitative probing areas for each of the four components of effort.

**1. Uncover time-related effort by probing the benefits of customer attention.** In researching time-related effort, it's critical to probe customers' perceptions about the benefits of giving their attention. If people perceive a continual benefit from giving their attention, time flies for them. If people don't feel a continual benefit from their attention, time crawls.

Virtual hold technology is a great example of the efficient use of customer attention. It provides inbound callers with the option of being called back at a specific time when a customer service representative is available. Compared to having to wait on hold – and having to maintain attention to silence, hold music or messaging – virtual hold allows the customer to divert all of their attention elsewhere. Ultimately, the same period of delay requires far less time-related effort.

The ideal probes into the area of customer attention include, "What was the focus of your attention (over a given interaction period)?" This should be followed by, "How did you benefit, if at all, from this use of your attention?"

It's important to clarify the direct benefits from their continuous attention (to hold music, for example). If participant answers indicate little continuous direct benefit, this is clearly an interaction type that requires improvement.

**2. Uncover rational thinking effort by exploring choice and control.** The act of choosing requires analysis or rational thinking effort. If the choice among options is difficult, it requires more rational thinking effort. Likewise, if customers can easily differentiate between the choices, then the decision is simple and the rational thinking effort is minimal.

We normally think of choice as a good thing. But the reality is, people do not want to think in order to make a brand choice. Instead, they want just enough differentiating information so that they can make the choice quickly, without having to learn or analyze additional information. Put another way, they want effortless access to their preferences.

Issues of choice are ideally explored during or shortly after actual choices are made. The ideal probe for exploring choice is, "What additional information, if any, would you like to have at this moment?" And this should be followed by, "What information here, if any, is distracting you during (this task/interaction)?"

If the customer has a clear idea of what they need, this indicates some additional rational thinking effort. If no additional information is required, no information is distracting and choices are made quickly, then the customer is finding the experience easy.

Another type of answer to the above questions can reveal rational thinking overload. This occurs when a customer needs so much information, they don't know which line of inquiry will yield helpful information. Nor do they know which type of information is distracting.

Typically the solution involves learning about the customer's ultimate needs and then presenting customized analysis and recommendations. If a customer experiences this

scenario and requires intervention, they've likely been overwhelmed with rational thinking effort.

**3. Uncover emotional effort by probing the issue of respect and fairness.** People perceive unnecessary emotional effort when they feel disrespected or insulted. Perceived attacks fire defense mechanisms and require additional energy to maintain concentration and composure.

It's important to note that perceptions drive emotional responses. In reality, the same exact product or service experience can be perceived differently. And these different perceptions can lead to vastly different levels of emotion-control effort. For example, there is no question that Southwest Airlines' positive reputation changes perceptions. A smiling flight attendant effectively lowers the emotional effort of fliers who might otherwise feel disrespected by the same delays and problems experienced on other airlines.

To explore emotional effort, learn more about the ways in which the customer experience makes them feel valued and respected, if at all. The ideal probe is, "During this interaction, at any point did you feel particularly respected or disrespected? Please explain." Follow-up probes might include, "How did (the brand) ... recognize you as a unique person? ...express empathy for you?" If the answers indicate a lack of respect, there is a substantial problem with emotion-control effort.

Another helpful probe area is fairness in transactions with customers. Customers want brands to set accurate expectations for how much money and effort, including time, is required from them. If they buy a brand that requires more time, physical effort or rational thinking than their expectations, they feel cheated. Feeling cheated then triggers emotion-control effort, as people react emotionally and think about how they'll respond to the situation.

The ideal probe to explore fairness is, "Were you expecting to spend time this way when you first started using the brand?" (If not) "How is this experience different from those

initial expectations?” If the responses suggest effort was underestimated, this indicates a substantial problem for that brand interaction.

#### 4. Uncover physical effort by exploring complexity and comfort of all brand related activity.

Of course usability testing and process diaries are ideal for recording the reality of behavior. Important probes for the perceptions of physical effort would include, “Is the (physical activity/task) simple, complex or somewhere in between? Please explain.”

Another key area to probe is comfort: “What, if anything, about the (activity/experience) made you physically comfortable or uncomfortable? Please explain.”

Be sure to investigate tasks that are indirectly related to a brand interaction. For example, auto insurance customers are typically required to interact with representatives in order to obtain an estimate for repairing vehicle damage. Here’s the problem: the actual conversation with

the damage appraiser might require only 5-10 minutes. However, all of the tasks required to arrange the meeting and physically be present are considerable for the typical customer: absence from another activity, looking up directions, driving, finding parking, exposure to potentially bad weather, etc.

Fortunately, customers will give brands plenty of credit for anticipating and addressing these gray areas of physical effort responsibility. For example, an insurance company client of mine recently started allowing customers to submit photos of their minor vehicle damage via text message – and skip the appraiser meeting – in order to obtain an estimate. Customers consistently responded with sincere appreciation for the elimination of their physical effort in working with the company.

#### Identify the scenarios

As you proceed with customer-effort research you might find it difficult to untangle which components of customer effort are most problematic.

For example, physical and rational thinking, when required in large doses, trigger time-related effort. And any of these components can trigger emotion-control effort.

The top priority of customer-effort research should be to identify the scenarios that lead to emotion-control. Irritating or offending customers leaves a lasting mark. These emotions are the most damaging and influential on future loyalty and word-of-mouth communications.

In many ways we are all struggling with the overwhelming nature of marketers constantly attempting to impress and engage us. To help the marketers you work with to actually engage, use customer effort research and help them create a truly effort-less experience. 📌

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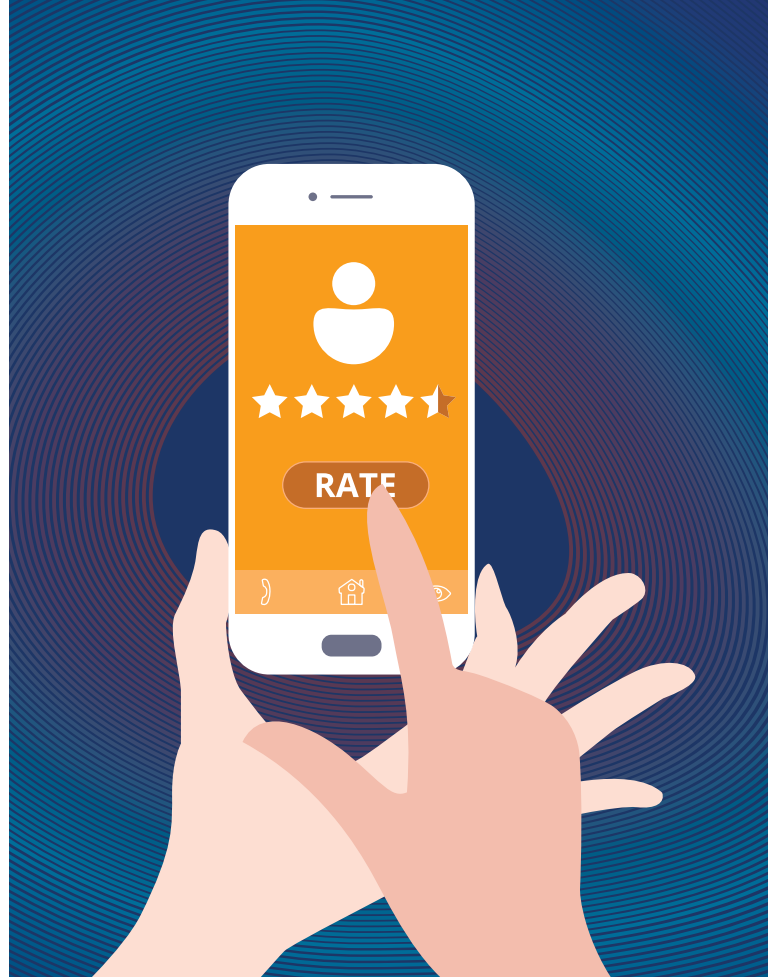
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# We can do better

Why top-box is the top mistake marketers and researchers make

| By Ken Faro and Elie Ohana



## snapshot

Part one of a two-part article on the conceptual and statistical reasons that the use of top-box scoring isn't effective.

We've all used it. Top-box scoring, the reporting of Likert scale questions by the percent of respondents who select the top number on the Likert scale (e.g., 5 on a five-point scale; 7 on a seven-point scale), is widely used in marketing and advertising. However, as market researchers, we must ask ourselves whether or not this is the "right" statistic to report. While it may be the right statistic to use in a small number of cases, it is our belief that, generally speaking, it is the wrong measure to use. Why is top-box scoring the top mistake marketers make? In this two-part article, we explore both conceptual and statistical reasons for our position.

### Faced with the question

The first conceptual reason against the use of top-box scoring is related to psychology's version of a field-dividing topic, such as evolution's "the chicken or the egg" or biology's "nature vs. nurture." We are referring to the "trait versus type" debate. When we talk about measurable psychological aspects of individuals, such as intelligence, extraversion or intent to purchase, we are faced with the question of how to best describe these psychological phenomena. Do we describe them as traits, where individuals fall somewhere on the continuum between low on the trait to very high on the trait? Or, do we describe them as types, where individuals fall into one discrete category or another? You can think of the following points to help develop an intuition around the trait-type distinction:

- Traits are atomistic (i.e., the building blocks of personality), whereas types are systemic (i.e., "the whole is greater than the sum of the parts").
- Traits are explanatory (i.e., traits cause behaviors), whereas types are descriptive (i.e., behaviors are an expression of type).
- You measure an individual's traits, whereas you sort individuals into types.
- Traits are measured on a continuous scale (e.g., think a range between 0 and 100), whereas



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types are measured as dichotomous (i.e., you are the type or you're not).

- Individuals differ on the degree of a trait, whereas individual types are qualitatively different.

Proponents of the Big Five personality theory subscribe to trait theory, where individuals might score low on extraversion but high on openness. Those who use the Myers-Briggs Type Indicator (MBTI) often subscribe to a type theory, where individuals are binned based on types of behavioral expression (e.g., INFP type are those who score high on introversion, intuition, feeling and perception).

It is the opinion of both authors that when it comes to traits versus types, traits are the preferred psychological construct for a few reasons:

- The majority of psychological constructs are intuitively conceptualized as having an underlying continuum. Intelligence, personality or emotion are examples more easily thought of as constructs that people can be low or high on (e.g., low extraversion or high extraversion) rather than being neatly categorized as one type or another (e.g., extraverted type or introverted type).
- When it comes to the predictive validity of constructs, research predominantly supports the existence of underlying continuums rather than underlying classes. We will demonstrate this with the difference in adjusted-R-squared in our study below.
- Categorical measures of psychological constructs display less of everything – lower reliability, statistical significance, power, effect size, etc. We will demonstrate some of these in our study below.

Why is this relevant to top-box scoring? The real question for market researchers is: Why do they bin consumers (top-box vs. not-top-box) when the construct we are measuring (e.g., ad-liking or purchase intent) varies along a continuum from low to high? Why take a construct such as “overall liking of the ad,” measured continuously on a seven-point Likert scale, and break it into “like it” (box 7) vs “dislike it” (boxes 1-6)? From a conceptual stand-

point, the statistic we are using doesn't fit the phenomena we're studying.

## Second methodological problem

Even if we put aside the argument that “psychological constructs vary along a continuum and therefore we should measure them on a continuum,” we run into a second methodological problem: By using top-box scoring we remove measures of individual difference in favor of counting “similar” people. That is, measuring a trait allows us to see how different people have varying levels of a given trait – it's about observing how individuals are different. This is vastly different than the practice of top-box scoring, which is used for the purpose of calculating percentages of similarly grouped individuals. For example, if 56 percent of people indicate they are a democrat on a survey, it is assumed these people have similar political beliefs and are a discernable group when compared to others who indicate that they are

republican. One can say that measuring of traits is aligned to “trait theory” (as we discussed in our last section) whereas counting people is aligned to the “type theory” approach (e.g., Are you a typical republican or democrat? You must fit one or the other class/group). The core problem with counting people is that we group together individuals that actually vary in level of similarity and label them as similar.

We can show this with a specific example. In our own advertising research, we might want to look at how people differ on the trait of “overall liking of an ad,” measured continuously on a seven-point Likert scale where 1 represents “like it” and 7 represents “dislike it.” Let's look at some hypothetical data.

As you might expect, Respondent A does not like the ad (Figure 1). Respondent D really likes the ad. Respondent C also likes it but not as much as D. We can clearly see that different individuals score differently on this trait. What

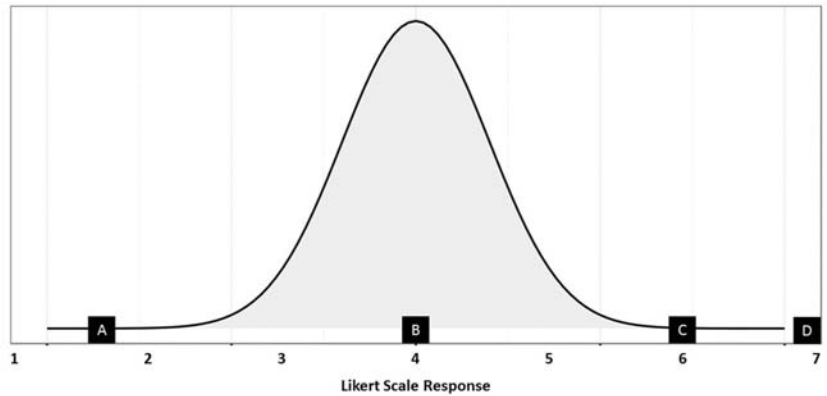


Figure 1: Hypothetical example of individuals on a measure of overall liking of an ad.

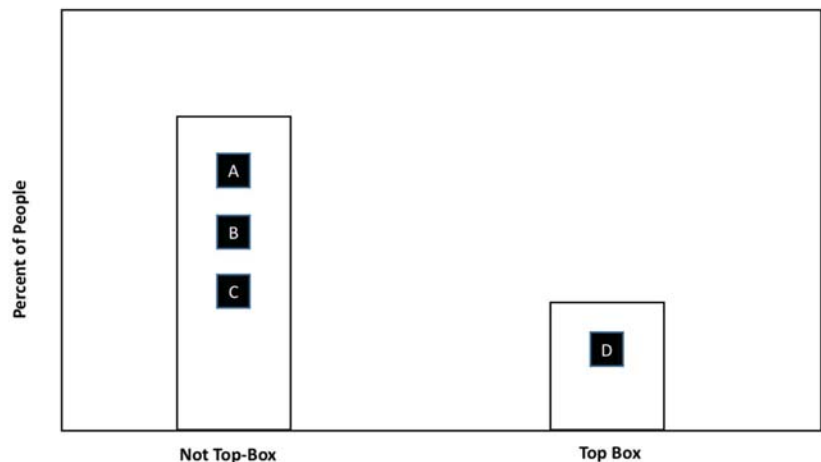


Figure 2: Hypothetical example of individuals in top-box categories for overall liking of an ad.

happens when we break this trait up via top-box scoring?

As you can see (Figure 2), we've grouped Respondent D into the top-box group and Respondent A, B and C into the non-top-box group. But herein lies the issue. We've grouped Respondents A, B and C together, implying they are similar (read: that they scored similarly on the underlying trait). However, we know from Figure 1 that Respondent C was actually more similar to Respondent D than they were to Respondent A or B. Our grouping doesn't stay true to the underlying trait we were measuring and it doesn't accurately portray our respondents. Therefore, we are faced with the following questions: Is top-box scoring actually more inaccurate than it is accurate? By using top-box scoring are we giving our clients information that is actually artificial and false?

May not be aligned

The third conceptual reason against a general and indiscriminate use of top-box scoring is directly related to the underlying theme to the first two conceptual reasons: the statistic we're using may not be aligned with the overall goal of our research. Taking a step back, it's important to think about what we want to measure versus what top-box actually measures. Generally speaking, our research problem is to assess if people like one ad more than another. To test this, say we ask respondents, "Overall, to what extent do you dislike/like this ad?," which could be rated on a scale from 1 ("I dislike it") to 7 ("I like it"). Example respondent-level data might look like this:

Table 1: Sample 1 respondent data		
Respondents	Ad A	Ad B
1	2	1
2	3	1
3	4	1
4	5	3
5	5	4
6	5	7
7	6	7
8	6	7
9	7	7
10	7	7

For Ad A, the top-box score is 20 percent while the top-box score for Ad B is 50 percent (Table 2). By using the top-

Table 2: Sample 1 Likert Scale Distribution

	Dislike it – 1	2	3	4	5	6	7 – Like it
Ad A	0%	10%	10%	10%	30%	20%	20%
Ad B	30%	0%	10%	10%	0%	0%	50%

Table 3: Sample 1 Mean and Standard Deviation

	Mean	SD
Ad A	5.0	1.56
Ad B	4.5	2.67

box score, Ad B is the clear winner.

What does this really tell us? Generally speaking, it tells us Ad B has more people that "like" the ad. More specifically, it tells us that there are more people on the extreme high end of the trait being measured. But why do we care about the extreme high end? Why don't we care about people who dislike the ad (and might be offended by the ad)? While Ad B has the biggest top-box score, it also has the bigger bottom-box score. If we treat this Likert scale similar to a Net Promoter Score (score "net liking" as top-box minus bottom-box), the "net overall liking" is equal – net 20 percent for each ad. How do you interpret that? It's tricky.

Even if top-box and bottom-box scores yielded a clear winner rather than a tie as in the above example, why do we neglect the other intermediary feelings along the trait being measured? Don't we want to know the full distribution of how potential customers might feel? Of course we do! We might be researchers but we are also marketers at heart and at the end of the day, we'll take all the customers we can get. So why do we have a measure that neglects the majority of potential consumers?

One dominant reason

In the years both authors have been practicing market research, one dominant reason has surfaced for why people request that we shift our reports from averages to top-box scores: Stakeholders say, "Averages are too hard to understand. Top box is more intuitive." The fact that we give in to this reasoning suggests one of two things. One, researchers do not have a good conceptual understanding around which statistic should be reported and why. Consequently, they find it acceptable in all cases to report top-box scores. Or

two, researchers sometimes lack the ability to articulate how to interpret averages effectively.

As market researchers, it is our job to understand the advantages and disadvantages behind both averages and top box scores. It's also our job to understand these well enough that we are able to explain both statistics to technical and non-technical audiences. An inability to effectively communicate the measures that are most appropriate for our clients is a big problem for our industry. If we were clients, our concern would be that if researchers don't understand something as basic as the concepts behind averages and top-box scores, how do they conceptually understand the statistics in more complex analyses like cluster analysis, conjoint and other advanced techniques?

Tells you less

Conceptually speaking, a dichotomous variable (top-box or not-top-box) is more intuitive to understand than a five-point or seven-point Likert scale. It takes less cognitive effort to understand that 36 percent have a top-box score than to understand that an ad has an average liking score of 3.6. However, those of us in marketing and advertising know all too well that human nature errs on the side of mental shortcuts not always used to our advantage. Using top-box scores might be one of those times our mental shortcuts lead us astray. Top box might be more intuitive to understand initially but it tells you less about the construct you're studying. As we've shown above, top-box scores tell you less about what you're studying because they conceptually group cases that don't belong together. Next issue, in part two, we'll also show you how a top-box measure provides less information statistically. ❶

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# 10 TOP MILLENNIAL/ GEN Z RESEARCH COMPANIES

As time goes on, new generations of consumers take their turns at being front-and-center in the research space. Millennials and Gen Z grew up with technology and they can provide unique challenges – and insight for researchers – as they take over the job market, become the largest part of the population and give new perspective on traditional social constructs like marriage and parenting. As researchers continue to uncover the opinions, beliefs and habits of the newest generations, brands will be better prepared to handle Millennial and Gen Z consumers. Companies that specialize in researching Millennials and Gen Z can provide the products and services needed to access them. They can help reach these tech-savvy consumers through platforms that are familiar to them, including social media and mobile. For assistance on researching Millennials and Gen Z, consider these companies.



[quirks.com/articles/2019/20190133.aspx](http://quirks.com/articles/2019/20190133.aspx)

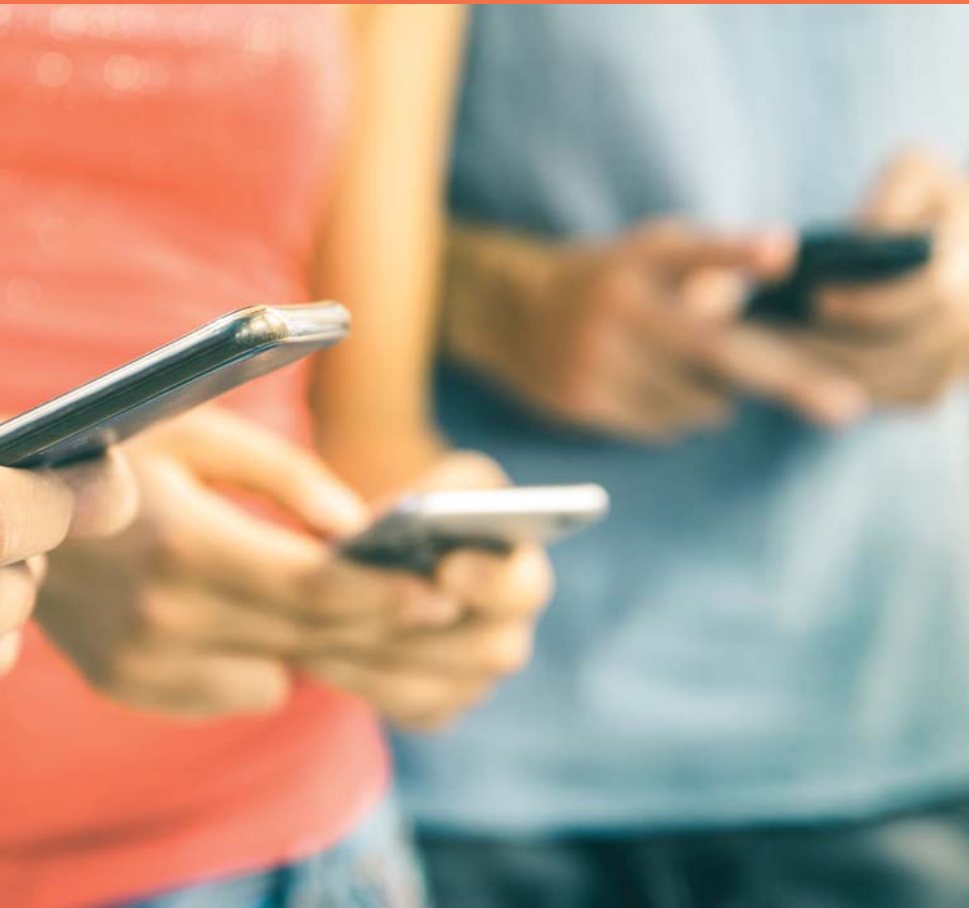


## Evaluative Criteria Inc.

Founded 1973 | 18 employees  
Jason Steeg, President; Patty Bien, Executive Vice President

Evaluative Criteria Inc. (ECI) focuses on developing custom solutions for clients. We are staffed by experts in specific business sectors as well as research design practice areas. This allows us to provide clients with a best-in-class experience and answer questions from innovation, brand and marketing teams. ECI also has expertise executing research with Millennial and Gen Z consumers. ECI's approaches (both in-person and online) are designed to better engage this audience, acknowledging that these target groups go beyond age to life stage and lifestyle segments. Our analysis provides forward-thinking strategy for clients. ECI is a CRG Global company.

Phone 914-631-1019  
[www.eci-research.com](http://www.eci-research.com)



## Focus Pointe Global

Founded 1988 | 480 employees  
Laura Livers, CEO

FPG provides high-quality marketing research data collection services by leveraging new techniques and technologies to make market insights more



accessible, accurate and affordable. Whether it is quick-turn insights or more in-depth research, FPG seamlessly incorporates accepted methodologies with digital solutions. FPG's Millennial and Gen Z panels provide a powerful resource to gather unique insights from these experience-driven, social, on-the-go populations. For Millennial, Gen Z

and all your data collection needs, FPG delivers deeply-profiled, engaged and committed research participants. FPG owns and operates 20 premier focus group facilities in major U.S. markets. Over a 30-year history, FPG has been committed to providing its clients unrivaled research solutions with professional integrity and the highest level of service quality.

Phone 888-873-6287  
[www.focuspointeglobal.com](http://www.focuspointeglobal.com)



## The Forte Research Group

Founded 2010 | 35 employees  
Elizabeth Plotkin, VP Insights



Headlines often report how Millennials are disrupting marketing efforts. To identify the passion points of this largest generational group, Forte Research Group applies agile methodologies, capturing responses at the point of brand interaction. Whether having conversations in-store, at home or in a research lab, the use of innovative technologies such as mobile eye-tracking, engagement and emotion measures uncover visceral insights, that which consumers cannot or will not articulate. Capabilities encompass: message/creative development; advertising effectiveness; QSR/shopper experience; benchmarking/tracking; customer satisfaction; and package testing. The Forte Research Group is a global insights and strategy consultancy.

Phone 917-470-9703  
[www.forteresearchgroup.com](http://www.forteresearchgroup.com)



## Insight Strategy Group

Founded 1999 | 75 employees  
Arikan Olguner, President

We are a full-service agency combining social science expertise with deep demographic and cultural understanding to decode consumer behavior, fuel brand growth and innovate products and services. Our human expertise includes specializations in gender, generations and life stages. With a dedicated youth practice, we've studied Millennials and Gen Z since childhood and know what shapes their collective consciousness. Last year alone we explored diverse topics across industries with over 75,000 Millennials and Gen Z. We often collaborate with our sister company Fizziology to incorporate social media research into our work for a holistic perspective on these digital-native generations.

Phone 212-584-2323  
[www.insightstrategygroup.com](http://www.insightstrategygroup.com)



## NextON Services

Founded 2013 | 10 employees  
Naim ul Qadar, Founder and CEO

NextON Services is a project management and data collection company that brings high-value online sampling expertise to the online market research industry. With experience and expertise at its core, NextON fills a critical gap in expectations and understanding about the sample between research companies and panel providers. NextON has offices in India and UAE (Dubai) and the company works with clients across the globe. We leverage our expertise to provide the best online panels and quality responses. We quickly obtain the opinions of target markets such as B2B/IT, health care, etc., and skillfully cater to Millennial and Gen Z-focused projects. We adhere to strict quality standards and have deployed a stringent recruitment program so that our clients receive the best-in-class experience.

Phone 971-50-941-9689 (UAE);  
91-997-164-3131 (India)  
[www.nextonservices.com](http://www.nextonservices.com)



## Research Now SSI

Founded 1977  
Gary Laben, CEO

Research Now SSI is the world's leading global provider of first-party consumer and professional data based on extensive, proprietary market research panels. Around this core asset of opted-in, managed data, the company has built innovative data services and solutions that bring the voice of the individual to the entire marketing spectrum, from research to marketing to advertising. Research Now SSI serves more than 5,800 market research agencies, media and advertising agencies, consulting and investment firms and health care and corporate customers in the Americas, Europe and Asia-Pacific. For more information about our range of data-driven offerings, go to [www.researchnow.com](http://www.researchnow.com) and [www.surveysampling.com](http://www.surveysampling.com).





## Sofos Market Research Consulting

Founded 2001  
Lisa Hermanson, Founder and Partner

The experts at SofoS have been studying the youngest generations for over 20 years, discovering insights about Millennials starting back when they were the age that Gen Z is now. It's a fun ride, learning unique attitudes and behaviors as different generations move through the stages of life and nobody can solve the puzzles of tapping into Millennials and Gen Z like SofoS can. They do it through innovative approaches to qualitative research: immersion studies, mobile qual and in-person consumer labs, all grounded in their clients' business needs. SofoS delivers robust consumer insights that help businesses build powerful strategies.

Phone 414-258-7601  
[sofosmarketresearch.com](http://sofosmarketresearch.com)



## Touchstone Research Inc.

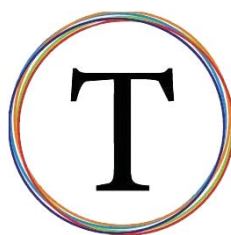
Founded 1991 | 34 employees  
Aaron Burch, CEO

TSR has over 25 years of experience in youth and family quantitative and qualitative research. We have our own online community panel covering key youth and family demographics including children age 0-5, kids age 6-12, teens age 13-17, young adults age 18-34 and parents. We are known for innovative,



tech-driven youth and family research services and solutions. TSR's core youth- and family-focused methodologies include surveys, online and mobile qual, national participant recruitment and sample services, mobile ethnography, online panels and insight communities, UX testing and large-scale multi-market international studies. We offer both flexible and full-service solutions. TSR is COPPA-compliant and GDPR-ready.

Phone 860-335-6079  
[touchstoneresearch.com](http://touchstoneresearch.com)



## Track Opinion

Founded 2009 | 21 employees  
Piyush Khurana, Director

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

Phone +91-836-843-0469  
[www.trackopinion.com](http://www.trackopinion.com)



## xspierient | Segmedica

Founded 2004 | 24 employees  
Peter Simpson, Principal

xspierient | Segmedica delivers full-service global health, wellness and lifestyle custom market research using advanced techniques in qualitative, quantitative and ethnography studies with HCPs, payers and patients/consumers. As the field leader in psychology, anthropology, sociology, neuroscience and linguistics, working with us achieves the highest quality market research and market segmentation. We specialize in Millennial/Gen Z motivations and behaviors in health and wellness, diet, health costs and more. Ask about ConnexionPoints® syndicated studies for fast, affordable primary research. Contact us for an online or in-person demo of how we can assist with your research needs.

Phone 716-799-8223  
[www.xspierient.com](http://www.xspierient.com)





## Names of Note

■ **David Poltrack**, chief research officer and president of CBS Vision, has announced that he will retire from the company effective June 30, 2019 following a 50-year career in research at CBS. During the remaining months of his tenure, Poltrack will focus on certain strategic projects for the company. Moving forward, **Radha Subramanyam**, who was named executive vice president, chief research and analytics officer of CBS Television Network in Nov. 2017, will be responsible for overseeing all research operations for the company.

■ **MFour Mobile Research**, Irvine, Calif., has hired **Mureed Ibrahim** as project manager and **Scott Demers** as solutions development representative.

■ **Trusted Talent**, an Indio, Calif., executive recruiting firm for the market research industry, has announced additional team members: **Andy Drake** as partner, based in England; **Roland Klassen** as partner, based in Toronto; and **Danette Ferro** as partner, director of marketing.

■ Stockholm-based technology provider Cint has appointed **Karine Parsy** as executive vice president of APAC, based out of the company's Hong Kong office.

■ Toronto-based research firm *The Logit Group* has promoted **Steve Male** to VP of business development and strategy.

■ **Measure Protocol**, a London-based blockchain-powered marketplace for person-based data, has engaged **Kristin Luck** as an advisor. Luck will work with the firm's founders and executive team to create strategies for educating and raising adoption of blockchain technology in the market research space.

■ Belgium-based research agency Kynetec b2 has appointed **Pieter Goossens** as senior research director. **Simone Cornelsen** has joined Kynetec b2 as senior director, based in the company's Fürth, Germany, office.

■ Westport, Conn., firm *Imperium*, which provides anti-fraud solutions for the market research and e-commerce industries, has appointed **Charlie Allieri** as CEO. He succeeds Founder and CEO **Marshall Harrison**, who will move on as chairman of the board of directors.

■ New York-based company *GBH Insights* has appointed **Jeremy Korst** as president and **Brian Zeug** as a member of the company's advisory board.

■ London-based technology company *DigitalMR* has appointed **Steve Alexander** as interim chief technology officer.

■ **Joaquim Bretcha** has been elected as the new president of research organization *ESOMAR* for the 2019-20 term, while **Kristin Luck** has been elected as vice president. The following council members have also been elected to

the *ESOMAR* Council: **Anne-Sophie Damelin-court**; **Lucy Davison**; **Umesh Kumar**; **Nikki Lavoie**; **Alain Mizrahi**; **Nijat Mammadbayli**; **BV Pradeep**; and **Ray Poynter**. **Niels Schillewaert** will remain on the council in an ex-officio capacity as past president. Outgoing council members include **Laurent Flores** (ex officio), **Luisa Ravelo Contreras**, **Marcello Sasso**, **Pervin Olgun** and **Pieter Paul Verheggen**.

■ **Kerry Poulson** has joined London-based online research company *Further* as senior project and operations manager. Poulson will support the company's senior research team in executing domestic and global qualitative research projects and communities for brand and agency clients.

■ *SITO Mobile*, a Jersey City, N.J., mobile data technology company, has appointed **Alex Cherones** as head of product development.

■ Port Washington, N.Y., information company *The NPD Group* has named **Shay Krafft** to lead its U.S. home improvement business.

■ Syracuse, N.Y., research and consulting firm *KS&R Inc.* has elected **Jay Scott** as chairman of the board and **Michael Nash** as president. These appointments follow the retirement of Founder **Rita L. Reicher**, who held both roles.

■ New York-based researcher *SurveyHealthcare* has appointed **John Turner** as senior vice president, growth and new business development. He will be based out of Dallas.

■ **Francesco D'Orazio** has been named CEO of London-based social intelligence platform *Pulsar*. The company has also opened a new office in Marina del Rey, Calif.



Goossens



Cornelsen



■ New Orleans-based audience platform **Lucid** has made two new hires in the EMEA region.

**Julie Tebeka** has been appointed as business development director, Southern Europe, responsible for leading the company's expansion into Spain, France and Italy. Additionally, **Ren Kainth** has been appointed as business development director, EMEA, responsible for overseeing the European release of **Lucid Audience**. Separately, **Carl Sparks** has joined the **Lucid** board of directors of and **Gabrielle Toledano** has been appointed to spearhead the company's newly created board of advisors.



Tebeka



Kainth

■ **Danielle Place** has joined market research firm **Smarty Pants** as insights guru, responsible for designing, executing and analyzing custom qualitative research for several of the company's retail and health care clients.

■ London-based research company **Future Thinking** has appointed **Jim Stevenson** as group CEO. Stevenson takes over for **Jon Priest**, who stepped down in July to join the main investor board as a non-executive director.

■ Doylestown, Pa., company **Adelphi Research** has promoted **Kara Delaney** and **Michelle Lambert** to director and **Shawn McKenna** to director, advanced quantitative methods.

■ Content analytics company **Diesel Labs**

has named **Ron Grant** and **Marshall Cohen** to its board of advisors.

■ Stockholm-based technology provider **Cint** has promoted **Stefan Hök** to chief product officer and has appointed **Daniel Hecker** as senior vice president of products.

■ Chandler, Ariz., research company **Ironwood Insights Group** has promoted **Cyrus Heck** to project manager.

■ **Gary King**, director of Harvard University's Institute for Quantitative Social Science, has joined the board of directors for Salt Lake City-based customer experience intelligence platform **InMoment**.

■ U.K.-based cross-media measurement firm **RealityMine** has appointed **Joe Mason** as senior vice president of client development, based in New York.

■ **Comcast Spotlight**, the advertising sales division of **Comcast Cable**, has named **Megan Latham** as vice president, customer experience.

■ Singapore-based audience technology platform **Eyeota** has hired **Chris Emme** as managing director, Americas.

■ **Ipsos New Zealand** has appointed **Amrutha Murthy** as a director, responsible for leading customer experience strategy.

■ Research firm **Survey Healthcare** has appointed **Fabio Musumeci** as project director, global qualitative services for the company's European division.

■ **Nielsen**, New York, has named **David Kenny** as chief executive officer. He will also join the company's board of directors. Kenny succeeds **Mitch Barns**, who retired from the company on Dec. 31.

■ **Alex Sunnerstam** has joined U.K.-based cross-media measurement firm **RealityMine** as senior vice president of data partnerships, based in London.

■ Toronto-based data collection firm **Delvinia** has appointed **Raj Manocha** as president of its **Methodify** business unit and chief revenue officer of **Delvinia**. Additionally, **Suzanne Costa** will take on the roles of chief operations officer and chief privacy officer of **Delvinia**.

■ Port Washington, N.Y., research company **The NPD Group** has named **Lori Monaco** as president of its U.S. beauty practice.

■ Pakistan-based company **The Dynamics Research Consultants** has announced that **Huma Abdul Sattar**, manager insights, and **Syed Maaz Ali Qadri**, industry segment lead, will lead the company's international bureau, as **Rashid Mehmood** and **Farhan Zaidi** have decided to move on from the company.

■ New York-based analytics company **Analytic Partners** has appointed **Jennifer Leire** as vice president, client engagement.

■ Research company **Kadence International** has appointed **Lizzy Pottinger** as associate director.

■ B2B agency **gyro UK**, London, has appointed **Emma Rush** as president. The appointment follows the recent promotion of CEO **Kate Howe** to the role of chair at **gyro UK** and chief growth officer at parent company **Dentsu Aegis Network**.

# Q

## Research Industry News

### Acquisitions/transactions

■ Software companies **SAP**, based in Germany, and **Qualtrics**, headquartered in Provo, Utah, and Seattle, have entered into a definitive agreement under which SAP intends to acquire Qualtrics. Under the terms of the agreement, SAP will acquire all outstanding shares of Qualtrics for \$8 billion in cash. The acquisition is expected to close in the first half of 2019, subject to customary closing conditions and attainment of regulatory clearances. The boards of directors for both companies and Qualtrics' shareholders have approved the transaction. Following the closing of the transaction, Qualtrics is expected to maintain its leadership, personnel, branding and culture and will operate as an entity within SAP's Cloud Business Group. Ryan Smith, CEO of Qualtrics, will continue to lead the company. Qualtrics is also expected to maintain its dual headquarters.

■ Belgium-based research company **InSites Consulting** has acquired Johannesburg-based insights agency **Columinate**. Henk Pretorius, co-founder and CEO of Columinate, will remain as managing director of the South African office and will also join the global InSites Consulting organization as a managing partner.

■ Paris-based researcher **Ipsos** has acquired New York-based social media intelligence company **Synthesio** for over \$50 million in cash. With the acquisition, Synthesio plans to grow its international presence and services beyond its existing five offices. The company will be a standalone business unit at Ipsos, maintaining the name and brand. Synthesio CEO Loic Moisand and the Synthesio leadership team will remain with the company.

■ **BioInformatics Inc.**, an Arlington, Va., life science research and advisory firm, has acquired market research publisher **Kalorama Information** from MarketResearch.com. Under the terms of the deal, MarketResearch.com will continue selling Kalorama's reports for BioInformatics.

■ Cincinnati-based employee feedback and talent analytics firm **Talmetrix Inc.** has acquired **Critical Metrics LLC**, a Seattle-based consulting firm that specializes in employee engagement and human capital ROI. The acquisition complements Talmetrix's existing SaaS employee survey and reporting platform to include strategic guidance and associated support for talent-related initiatives.

■ London-based communications company **WPP** plans to sell a stake of up to 80 percent in **Kantar**, according to WPP CFO Paul Richardson. In November, WPP said it was looking to sell a majority stake in Kantar and retain a minority holding in the market research company. Richardson has said WPP's remaining stake in Kantar would range from 20 percent to 49 percent depending on the price.

■ U.K. reviews and customer insights technology company **Feefo** has announced that Chief Revenue Officer Matt West, supported by the management team, has completed a

management buyout of the company, backed by London-based private equity firm Vespa Capital. The management team will acquire the shareholdings from the company's co-founders, CEO Andrew Mabbutt and CSO Matt Eames, along with those of Chairman Nicholas Wheeler and the minority shareholders. The team now includes: Matt West as CEO; Richard Sawney as CFO; Paul Greatbatch as technical director; Steph Heasman as director of customer success; and James Winn as U.S. vice president of sales and operations.

■ Cambridge, Mass., company **Forrester Research** has agreed to acquire Wilton, Conn., business-to-business research and advisory firm **SiriusDecisions** for \$245 million in cash, subject to adjustment. The transaction is expected to close in January and is subject to customary closing conditions, including applicable regulatory filings.

■ Data company **Claritas** has acquired media tracking and measurement company **Barometric**. Through the acquisition, Claritas will invest in new technologies that allow marketers to identify, deliver and optimize audiences. Barometric's proprietary identity graph technology collects mobile IDs across digital environments to increase marketing efficiency and campaign measurement. By adding Barometric's capabilities, Claritas allows clients to measure advertising performance and optimize audiences across media channels in real-time using offline and online data.

### Alliances/strategic partnerships

■ Dallas-based marketing and advertising company **Limetree** has formed a strategic partnership with behavioral research and design consultancy **TriggerPoint**. The partnership allows marketers to identify top prospects and better understand behaviors with data



[www.quirks.com/articles/2019/20190114.aspx](http://www.quirks.com/articles/2019/20190114.aspx)

that informs neurological and psychological factors.

■ U.K.-based software company **Digital Taxonomy** and Paris-based research software firm **Askia** have formed a long-term strategic partnership, allowing Digital Taxonomy's coding solution Codeit to be embedded directly into the Askia platform.

■ Reston, Va., firm **Comscore** has announced content company **A+E Networks** and entertainment companies **AMC Networks** and **Discovery Inc.** as beta partners for Comscore Campaign Ratings, Comscore's new cross-platform video ad measurement solution. The beta program was launched in September in consortium with 12 media brand partners.

■ **Nielsen**, New York, and **Microsoft**, Redmond, Wash., have formed a strategic alliance focused on helping FMCG and retail companies find growth within an open data environment through Nielsen Connect, an enterprise data solution powered by Microsoft Azure. Using analytics and artificial intelligence services built on Azure, Nielsen Connect is designed to help companies integrate data assets to better spot emerging trends, diagnose performance gaps and act faster on growth opportunities. The platform also allows clients to use their data as an enterprise asset across all parts of their organization.

■ Research services firm **Knowledge Excel** has partnered with **Insights Curry**, a technology firm that creates cloud-based platforms for research solutions, combining the companies' teams. Knowledge Excel – Insights Curry is expected to extend its team in the coming months.

■ Nuremberg, Germany, researcher **GfK** and **Trax**, a computer vision solutions

company for the retail industry, have formed an alliance to provide technology and durable goods brands with digital insights to improve in-store performance. Through the alliance, the two companies have introduced In-store Intelligence, a solution that incorporates GfK's proprietary point-of-sales and catalogue data and Trax's proprietary image recognition technology, business intelligence platform and computer vision platform.

### Association/organization news

■ Joaquim Bretcha has been elected as the new president of research organization **ESOMAR** for the 2019-20 term, while Kristin Luck has been elected as vice president. The following council members have also been elected to the ESOMAR Council: Anne-Sophie Damelincourt; Lucy Davison; Umesh Kumar; Nikki Lavoie; Alain Mizrahi; Nijat Mammadbayli; BV Pradeep; and Ray Poynter. Niels Schillewaert will remain on the council in an ex-officio capacity as past president. Outgoing council members include Laurent

Flores (ex officio), Luisa Ravelo Contreras, Marcello Sasso, Pervin Olgun and Pieter Paul Verheggen.

■ **The Insights Association**, along with a coalition of data-driven industry groups, filed comments in response to a request from the National Telecommunications and Information Administration (NTIA) on how President Trump's Administration should approach consumer privacy. The industry groups advocated for a new privacy paradigm that is "best suited to create lasting protections for consumers and foster a competitive and innovative marketplace."

■ **The Canadian Research Insights Council** (CRIC), the new industry association established in response to the MRIA's closure, announced new decisions in a statement following a November board meeting. The nine founding CRIC board members voted to approve articles of incorporation, bylaws and other policies and direction was taken regarding industry programs such as standards and advocacy and the CMRP



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MANAGEMENT

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designation. The statement says steps will immediately be taken to incorporate CRIC as a nonprofit organization. Board members also re-appointed Barry Watson (EnviroNics) as chair and Don Mills (CRA) as co-chair. Gary Bennewies (Ipsos) was appointed secretary treasurer. The board is aiming to hold its first open board meeting in Q1 of 2019.

■ **The Global Research Business Network (GRBN)** has published the GRBN 2018 Global Top 25 Report, which provides an analysis on the trends in the research and data analytics industry as well as a list of the Top 25 companies in the industry and their profiles. GRBN has formed a new partnership with Diane Bowers, the report author.

### Awards/rankings

■ **The Salt Lake Tribune** has named Lehi, Utah, customer experience company **MaritzCX** a 2018 Top Workplace.

■ **The QRCA**, St. Paul, Minn., has announced Shem Kiprono as the recipient of its Global Outreach Scholarship for 2019. Kiprono lives in Nairobi, Kenya, and has four years of experience in the qualitative field. He currently operates a qualitative research consultancy. The 2019 scholarship recipient receives free conference registration to attend the QRCA Annual Conference, travel and accommodation expenses associated with attending the conference (up to \$1,000) and free QRCA membership for the 2019 membership year.

■ **The QRCA**, St. Paul, Minn., has announced the finalists for the 2019 QRCA Award for Excellence in Qualitative Research or the Quality Award. The award finalists include: Meagan Morgan with Heads Up Inspiration; Meredith Morino and Gloria Watson with Sklar Wilton & Associates; and Marlena Mattei with Kudzu Research. The finalists will give a live 15-minute presentation at the QRCA 2019 annual conference and conference attendees will be provided with a text-based voting platform to submit their votes against a number of criteria.

■ U.K. consumer insight agency **Join the Dots** was named High Growth Business of the Year by the **British Chamber of Commerce** at its annual Cham-

ber Business awards. The High Growth Business of the Year category recognizes businesses that have experienced growth in sales, profit, market share, jobs or international trade.

### New accounts/projects

■ Audio broadcast network **Westwood One** and podcast technology company **Panoply Media** have selected the **Nielsen Auto Cloud** fueled by J.D. Power for their auto marketing and measurement capabilities. The Nielsen Auto Cloud allows auto marketers to target car buyers across radio, streaming audio and podcast media using car shopping and purchase data.

■ Material handling company **TVH** has selected Oslo, Norway, research solutions firm **Confirmit** to support the implementation of its new worldwide voice of the customer program. The program, which focuses on the TVH Parts business, will be delivered as part of a three-year deal with Confirmit.

■ Toronto-based research company **Vividata** has announced that its cross-media audience measurement and consumer study will be built with **Ipsos**, its new core measurement partner.

### New companies/new divisions/relocations/expansions

■ **Kantar Insights Canada**, part of WPP's data investment management division, has launched its media and analytics practice, which brings together its audience measurement, digital measurement and analytics capabilities. The Canadian practice is an addition to the previously announced launch of Kantar's new analytics practice. To support the growth of the new practice, Kantar has hired Lisa Freedman as director, digital and media research and Hilary Borndahl as vice president, analytics, brand and marketing ROI.

■ Piscataway, N.J., research solutions firm **Azure Knowledge Corporation** has opened two new offices in Palo Alto, Calif., and Bangalore, India. The Bangalore office will be led by Vice President Amit Verma, while CEO Jay Ruparel has relocated to Palo Alto to lead the company's growth on the West Coast.

■ **Mingle**, a London-based company that creates "customer closeness experiences" for businesses, has been launched by researchers Morgan Arnell and Craig Scott. The company says it aims to help employees interact directly with customers, consumers and patients. It provides events designed to help companies connect with customers, a longer-term program that uses ongoing activities to develop a customer-centric culture for businesses and training events for employees.

■ Behavioral consultancy **BVA Nudge Unit** has launched its U.S. operations, allowing the company to expand on client engagements in the EU, U.K., Latin America and Asia. BVA Nudge Unit is part of the BVA Group, a France-based market research company.

■ Market research company **Macromill Inc.** and **Yokohama City University** will open the Yokohama City University/Macromill Data Science Joint Lab in April 2019. Located at Macromill's headquarters in Tokyo, the Joint Lab will focus primarily on academic research themes and aims to accelerate research and development and talent development in data science and marketing business.

■ U.K.-based customer data science company **dunnhumby** has expanded into the Australia and New Zealand (ANZ) region by opening an office in Sydney. Kylie Gleeson-Long has been appointed as managing director for ANZ, responsible for leading the company's expansion in the region.

■ Research company **MESH Experience** has moved to bigger offices in Soho, London, following recent business growth.

■ U.K. research firm **Kynetec** has opened a new office in Nordelta, Argentina, which will be supported by a team of 10 agricultural market research professionals. Ricardo Arribere will lead the new team and the company's operations in southern Latin America – Argentina, Bolivia, Chile, Paraguay and Uruguay.

■ Patient satisfaction measurement firm **SPH Analytics** has reached an agreement with research company **Market Strategies International-Morpac** to merge

the Morpace Health division into SPH Analytics, creating a combined member experience measurement and analytics firm. The transaction is expected to close by Dec. 31. Terms of the deal were not disclosed. Susan Semack, senior vice president, health at Morpace Health, will join the SPH executive leadership team as senior vice president, consumer experience. The Morpace Health team will continue to operate from Farmington Hills, Mich., with SPH Analytics headquarters in Alpharetta, Ga.

## Research company earnings/ financial news

■ Cambridge, Mass., company **Forrester Research** has reported total revenues of \$84.9 million for the third quarter of 2018, compared to \$80.4 million for the third quarter of 2017. Research revenues increased 4 percent and advisory services and events revenues increased 9 percent compared to the third quarter of 2017.

■ Los Altos, Calif.-based foot traffic analytics platform **Placer.ai** has raised \$4 million in funding and has launched

a free online tool for the retail industry. Placer.ai uses mobile data along with AI, machine learning and big data analytics to generate insights and behavioral predictions for any location, store or geographic area.

■ Stamford, Conn., research company **Gartner Inc.** has reported revenues of \$922 million for the third quarter of 2018, up 11 percent compared to the same period in 2017. The company is projecting fourth-quarter revenues to be between \$1.07 billion and \$1.12 billion.

■ Durham, N.C., data science company **IQVIA** has reported revenue of approximately \$2.6 billion for third-quarter 2018, an increase of 6.3 percent at constant currency and 5.2 percent reported, compared to the third quarter of 2017.

■ Reston, Va., firm **Comscore** has reported total revenue of \$102.9 million for the third-quarter of 2018, up from \$100.3 million reported the same time the previous year.

■ Private equity firm **Vestor Capital Partners** will lead a new investment in Chicago-based researcher IRI. Following the transaction, which is expected to close in the fourth quarter of 2018, Vestor will jointly govern IRI with New Mountain Capital, IRI's current owner. The terms of the agreement were not disclosed. Jeffrey Ansell, a Vestor senior advisor and IRI board member, will serve as chairman of IRI. According to the press release, New Mountain and other existing investors will retain a "meaningful" investment in IRI.

■ White Plains, N.Y., retail merchandising and marketing services firm **SPAR Group Inc.** has reported revenues of \$58.4 million for third-quarter 2018, up 20 percent compared to the same time in the previous year.

■ China-based e-commerce company **JD.com Inc.** has reported net revenues of RMB 104.8 billion (U.S. \$15.3 billion) for the third quarter of 2018, an increase of 25.1 percent compared to the third quarter of 2017.



# Help is on the way.

**Free statistical calculator  
from Quirk's**

- Chi-square test
- One-sample t-test between percents
- Independent samples t-test between means
- Determine sample size for percents
- Fisher's exact test
- Two-sample t-test between percents
- Confidence interval around a mean
- Determine sample size for means
- Binomial test
- Confidence intervals around a percent
- Compare sample mean to population mean
- Sampling error for a given sample size
- Poisson events test
- Compare two standard deviations
- Compare three or more means

**QUIRK'S**  
Marketing Research Review

<https://www.quirks.com/tools/calculator>

# CALENDAR OF EVENTS

... can't-miss activities

**Insights Association** will hold its 2019 CEO Summit on **January 21-23** in **Miami**. Visit [bit.ly/2JuaZhw](http://bit.ly/2JuaZhw).

**MREF** will be taking a vision trip to Haiti to visit the Joseph School on **January 24-27**. Visit [mrgivesback.org](http://mrgivesback.org).

**IQPC** will hold its Chief Data and Analytics Officer Exchange on **January 27-29** in **San Diego**. Visit [bit.ly/2zfREvZ](http://bit.ly/2zfREvZ).

**KNect365 (IIR)** will hold its Media Insights and Engagement Conference on **January 29-31** in **Los Angeles**. Visit [bit.ly/2eyPzmx](http://bit.ly/2eyPzmx).

**QRCA** will hold its 2019 annual conference on **January 30 - February 1** at the Hyatt Regency Savannah in **Savannah, Ga.** Visit [bit.ly/2m68CGV](http://bit.ly/2m68CGV).

**Corinium Global Intelligence** will hold its Chief Customer Officer, USA event on **February 5-6** at the Grand Hyatt Buckhead in **Atlanta**. Visit [bit.ly/2Q5KKAe](http://bit.ly/2Q5KKAe).

**Pharma Market Research Conference USA** will be held on **February 6-7** in **Newark, N.J.** Visit [bit.ly/1Sh6Yhi](http://bit.ly/1Sh6Yhi).

**Quirk's** will hold the 2019 Quirk's Event – London on **February 12-13** at the Intercontinental O2 in **London**. Visit [www.thequirksevent.com](http://www.thequirksevent.com).

**IQPC** will hold its Market Research Innovation event on **February 13-14** in **Sydney**. Visit [bit.ly/2PtfheD](http://bit.ly/2PtfheD).

**Worldwide Business Research** will hold its eTail West 2019 event on **February 19-22** at the JW Marriott in **Palm Springs, Calif.** Visit [bit.ly/2pLP4cx](http://bit.ly/2pLP4cx).

**Merlien Institute** will hold its MRMW APAC 2019 event on **February 20-21** in **Singapore**. Visit [apac.mrmw.net](http://apac.mrmw.net).

**AMA** will hold its 2019 Winter Academic Conference on **February 22-24** at the Hilton Austin in **Austin, Texas**. Visit [www.ama.org](http://www.ama.org).

**Southwest, Northwest, Southeast and Southern California Chapters of the Insights Association** will host the 2019 Las Vegas Joint Chapter Conference on **February 27 - March 1** at Caesars Hotel and Casino in **Las Vegas**. Visit [bit.ly/2CQyZu1](http://bit.ly/2CQyZu1).

**IQPC** will hold its Customer Contact Week Australia event on **February 28 - March 1** in **Queensland, Australia**. Visit [bit.ly/2JHmSB1](http://bit.ly/2JHmSB1).

**Quirk's** will hold the 2019 Quirk's Event – New York on **March 5-6** at the Marriott Brooklyn Bridge in **Brooklyn, N.Y.** Visit [www.thequirksevent.com](http://www.thequirksevent.com).

**Pharma CI Europe Conference and Exhibition** will be held on **March 5-6** in **Basel, Switzerland**. Visit [bit.ly/2xSy2N7](http://bit.ly/2xSy2N7).

**Centaur Media** will hold the Insight Show on **March 6-7** at Olympia Central in **London**. Visit [www.insightshow.co.uk](http://www.insightshow.co.uk).

**2019 Global Data Summit** will be held on **March 7-8** in **Golden, Colo.** Visit [bit.ly/2sRIeoM](http://bit.ly/2sRIeoM).

**CX Talks: The Customer Experience Summit** will be held on **March 11** in **Dallas**. Visit [cxtalks.org](http://cxtalks.org).

**Market Research Society** will hold its Annual Conference on **March 12-13**. Visit [bit.ly/2IIeiwF](http://bit.ly/2IIeiwF).

**NMSBA** will hold the Neuromarketing World Forum on **March 13-15** in **Rome**. Visit [bit.ly/2zy4MwG](http://bit.ly/2zy4MwG).

**IQPC** will hold its Customer Contact Week Asia event on **March 19-20** in **Singapore**. Visit [bit.ly/2D5Q9Ed](http://bit.ly/2D5Q9Ed).

**Merlien Institute** will hold its Qual360 NA event on **March 20-21** in **Washington, D.C.** Visit [na.qual360.com](http://na.qual360.com).

**IQPC** will hold its Customer Contact Week Executive Exchange event on **March 31 - April 2** in **Miami Beach, Fla.** Visit [bit.ly/2quQ1X3](http://bit.ly/2quQ1X3).

**Quirk's** will hold its 2019 Quirk's Event – Chicago on **April 2-3** in **Chicago**. Visit [www.thequirksevent.com](http://www.thequirksevent.com).

**ESOMAR** will hold its Latin America 2019 event on **April 7-9** in **São Paulo**. Visit [www.esomar.org](http://www.esomar.org).

**KNect365** will hold its FUSE 2019 event on **April 8-10** at the Radisson Blu Aqua in **Chicago**. Visit [bit.ly/2vpqiRB](http://bit.ly/2vpqiRB).

**KNect365** will hold its Marketing Analytics and Data Science event on **April 8-10** at the Hyatt Centric Fisherman's Wharf in **San Francisco**. Visit [bit.ly/2hpc3E6](http://bit.ly/2hpc3E6).

**Merlien Institute** will hold its MRMW NA event on **April 10-11** in **Cincinnati**. Visit [na.mrmw.net](http://na.mrmw.net).

**Population Association of America** will hold its 2019 Annual Meeting on **April 10-13** in **Austin, Texas**. Visit [bit.ly/25wns9T](http://bit.ly/25wns9T).

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

# THE QUIRK'S EVENT

FOR MARKETING RESEARCH AND INSIGHTS PROFESSIONALS

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**WELCOME!**

## WELCOME TO THE PREVIEW OF THE 2019 LONDON QUIRK'S EVENT!

Since 1986, Quirk's Media has been dedicated to promoting the understanding, use and value of marketing research and customer insights across all industries by delivering a wide range of free resources for marketing research professionals, from our magazine and e-newsletter to our Webinars and directories of research product and service providers.

While there are many conferences within the insights industry that deliver high-quality programming (we actually partner with several of them!), our research indicated that fewer than 40 percent of end-client researchers have the budget to attend conferences each year.

Thus, in 2015, after seeing the need for a low-cost, inclusive conference for marketing researchers, we held the first Quirk's Event in Brooklyn, N.Y., a gathering that has sold out of exhibitor and attendee space every year since.

To keep costs low for attendees and exhibitors alike, we eliminated the keynote speakers and sit-down luncheons of other industry events. By making it affordable for everyone, the goal is to maximize attendance and provide the most inclusive marketing research experience with the best ROI for all.

And now we are excited to bring that model to London!

The Quirk's Event is a two-day experience, packed with more than 70 30-minute education and learning sessions delivered by client-side researchers or research vendors (sometimes both!) on a range of topics, from case studies and explorations of best practices to deep dives on specific methods or techniques.

Speaking slots are chosen based strictly on educational value and are not sales pitches. (Presenters must agree to adhere to the Quirk's Q-mandments, which stipulate that sessions must be interesting, informative and sales-free.)

At the center of the action is the exhibit hall, which is designed to be a fun, interactive venue for face-to-face meetings between attendees and our valued industry supporters.

In the following pages you'll find profiles of selected speakers and sessions along with overviews of networking opportunities, dining options and expo exhibitors. (While current at press time, information is of course subject to change!)

At the show, you'll find a daily agenda, map and list of exhibitors as well as information about food and drink and special exhibit hall experiences.

We want to make The Quirk's Event a regular part of your ongoing efforts to learn and grow as an insights professional, so please let me know your thoughts on how we can improve your experience.

Sincerely,

Joseph Rydholm  
Editor, Quirk's Marketing Research Review

### INSIDE...



Great tips for  
**experiencing London.**  
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Preview and prepare  
to experience the  
**exhibit hall.**  
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Engaging  
**30-minute sessions.**  
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Special  
events and  
interactive  
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badges.  
**Game on!**  
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Top industry  
professionals are  
preparing to **share**  
**real-world solutions.**  
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SESSIONS

## TOP-NOTCH LEARNING

The Quirk's Event offers engaging 30-minute sessions from both end-clients and suppliers on the latest research trends, techniques and strategies. We've highlighted a handful of sessions here and you can find a complete detailed list of sessions at [www.thequirksevent.com](http://www.thequirksevent.com).

CASE STUDY: FUTURE-PROOFING THE INSIGHTS FUNCTION

### Microsoft's Journey to Digitally Transform Insights

Reed Cundiff, General Manager, Customer and Market Research, Microsoft

Technology has given insights professionals a host of new tools but it has also brought new pressures to bear, in the form of voluminous amounts of data from disparate sources. To some, these changes threaten to overwhelm and potentially replace the traditional marketing researcher. But rather than view them as challenges, Reed Cundiff, general manager of Microsoft's customer and market research team, views them as opportunities. His presentation will take you on his team's journey to build a digitally-transformed insights function, from early vision to first steps to lessons learned.

"Over the years, there has been a constant drumbeat of change within our industry," Cundiff says. "And while we've certainly taken steps to evolve, the size and significance of the opportunities we face are at a whole other level. If we get this right and are able to fully harness the power of data and technology together through the transformation of our insights supply chain, the value we will be capable of delivering to our stakeholders and businesses will grow exponentially. This is why I am so optimistic about the future of our insights industry!"



CASE STUDY: GETTING CUSTOMER-FOCUSED

### Developing a Customer-Obsessed Culture: How Insights Transformed Salesforce

Jacob Ayoub, Senior Director, Customer and Market Insights, Salesforce

Insights-driven businesses will take \$1.2 trillion in revenue per year by 2020. Why should you care? Because these insights-driven businesses are coming after your customers and your top line. The secret to success is putting the power of customer insights to work. Jacob Ayoub will highlight the seven decisions Salesforce made to transform into a customer-obsessed culture, one that puts customers at the center of all strategic initiatives and that acts on 98 percent of research studies.

salesforce

## ORGANIZATIONAL DESIGN

### How to Build a Market Intelligence Organization that Matters: A Case Study

Silvana Amparbeng, Research Manager, Worldpay

In this session, Silvana



Amparbeng from

Worldpay will discuss how to successfully change the perception of the market research organization within your company. Amparbeng will share her team's experience with Quirk's Event attendees. "Building a market intelligence function that matters has been the main priority of my team and I this past year," says Amparbeng. "It has also been a great learning curve, which is why I decided to share our experience with a wider audience."

Attendees will come away from this session with the knowledge of how to heighten the research/intelligence role from "order taker" to strategic partner and how to effectively communicate with stakeholders and clients to keep them engaged and informed.

## CASE STUDY: CONSUMERS' VALUES AND BEHAVIORS

### The Future of Brewing

Serena Smith, Category Manager, Molson Coors

This session will provide an in-depth look at the changing research landscape from the perspective of the drinks industry. Serena Smith from Molson Coors will discuss how to manage change by observing past and future trends, how to keep up with consumers' changing values and behaviors, meeting the needs of both Millennials and Baby Boomers and how to prepare for the coming changes in the industry. Smith will advise attendees on how to use hybrid data and keep solutions flexible in order to prepare for the constantly-changing future.



## CASE STUDY: DRIVING ORGANIZATIONAL GROWTH

### Making a Difference for the Business: Key Drivers of Success

Michael Rosenberg, Managing Director, J.P. Morgan

Join Michael Rosenberg from J.P. Morgan for a session that focuses on how researchers can overcome the challenge of how to best make a difference within their organization. The session will provide case studies to help researchers successfully enhance their decision-making to drive growth within their organization.



## RESEARCH REPORT

### Intelligent Concept Tests with ADA

Pete Cape, Director of Global Knowledge, Research Now SSI  
Nadja Bohme, Director | Head of Marketing, Factworks

Join this session to hear



about the adaptive algorithm



FactWorks

(called ADA) created by Research Now SSI for efficient concept testing that relies on the principles of the Bayesian Bandit. Together with Factworks, Research Now SSI will discuss how their algorithm can increase efficiency with concept and naming tests, helping to overcome obstacles that appear when using monadic designs. The session will cover the benefits to ADA and how effective the algorithm was found to be when Factworks tested it in an online study in the U.K. and Germany. Learn how ADA can provide more diagnostics, faster results and increased flexibility.

**Listen In: How Podcasts Can Deliver Engaging Insights for Marketing Research** • QRCA, Nimble MR

**The Great Internal Communication Experiment** • Keen as Mustard, Coca-Cola, ESOMAR

**What Consumers Say Isn't Always What They Mean** • D-Coded Insights

**A Recipe for Advertising Success with Mr Kipling** • Premier Foods, The Leading Edge

**How IBM Incorporates 'Win/Loss' into Continuous Customer Insight** • IBM, KS&R

**The World After CAWI: Bots as a Tool for Data Collecting** • Play, smartscope

**Gamifying Qualitative Research – It's A Lot More than Just Playing Games** • Fader & Associates

**CLEAR M&C Saatchi Brand Experience Gap Results** • CLEAR M&C Saatchi

**Positive Gender Portrayal in Advertising** • Diageo, ESOMAR

**Who Owns the Data?** • ESOMAR, Kadence International

**How Do You Showcase the Value of Investing in Insight?** • Unilever, ESOMAR

**How GSK Consumer Healthcare Put the Consumer into R&D**

**All in One Bite: How Qual-Quant Hybrid Breathes Life into an Organic Ice Cream Brand** • Research America

**Leveraging External Insights to Win the Competition** • Nespresso

**End-to-End Automation: Have a Look Behind the Scenes!** • DataExpert

**How Sky Brings the Customer Voice into the Boardroom to Keep their Customers at the Heart of Decision-Making** • Voxpopme, Sky

**The Folly of Misunderstanding Youth** • respondi, UMWG

**Buyer Beware: A Critical Look at Automated Survey Research Platforms** • P2Sample, Zappi

**A More Effective Way to Spend Your Advertising Dollars** • Phoenix Marketing International

**Defensive Development: Using Mobile Behavioral Research to Create Competitive Products** • Pollfish, Microsoft

**Rise Up! The Manifesto for Revolutionary Marketing** • Little Bird Marketing

**Mission Impossible: Making a Client-Ready Dashboard in 30 Minutes** • E-Tabs, Askia

**Video Won't Kill the Research Star: How to Get the Most from All Past Research** • LivingLens, Market Logic

**Digitally Transforming Your Insights Function** • KnowledgeHound, Mars Petcare

**Permission to Launch: Why Insight and Research is the Missing Ingredient in Successful Social Media Creative** • Zappi

**Square Peg, Round Hole: What Are We Missing?** • Ready to Launch Research, Echo Qualitative Support

**Heathrow Customer Experience Takes Off with Dapresy** • Dapresy, Heathrow

**Deep Dive on Purchase Behavior Influencers** • BuzzBack Market Research

## STORYTELLING

### 'To Hell with Facts! We Need Stories!': The Power of Storytelling in Research

Conor Wilcock, Director, B2B International

The success of researchers, and the legacy of their work, depends not on their ability to analyze and number-crunch but on how they craft stories that resonate with their audiences. Telling effective stories is how a piece of data becomes an insight, becomes an idea, becomes an action. This presentation will introduce best practices for adding value in research through storytelling, with a focus (though not an exclusive one) on business-to-business markets. "Storytelling is our best method for overcoming the 'stickiness' issue," Wilcock says. "Our brains prefer stories; it's difficult to recall a series of different facts, even about the same topic, if they are not strongly connected through the medium of a story. By condensing and highlighting key findings from a data set and structuring them in the form of a story, the findings are more likely to stick."



## B2B JOURNEY-MAPPING

### Simplifying the Complex: A Practical Guide to B2B Customer Journey-Mapping

Simon McEvoy, U.K. Head of Strategy, Omobono

Many B2B organizations are trying to improve their customer experience by mapping out customer journeys but how do you actually go about doing it? In this talk, Simon McEvoy, head of strategy at B2B creative agency Omobono, will offer a practical, step-by-step guide to mapping customer journeys, touching on: how to demystify complex buying journeys and multiple customer types; how you can identify a manageable number of persona types, unlock hidden opportunities in customer pain points and create experience maps that get internal buy-in.

"In B2B, people buy the whole company, not just a product, so it's particularly important to manage a consistent experience across every touchpoint," McEvoy says. "I'm looking forward to speaking about customer experience because today all brands are experiences – whether online, in store or with sales teams – and managing that experience start to end is vital for building a strong, consistent brand. If you want a stronger brand, build a better experience."



## DATA COLLECTION

### The Power of Real-Time Behavioral Data in the Subscription Video-on-Demand Era

Adam Portner, Vice President of Client Solutions, ProdegeMR  
Chris Havemann, Chief Executive Officer, RealityMine

This session from ProdegeMR and RealityMine will give insight into subscription video-on-demand users and their rising expectations. The companies will discuss how they used RealityMine's Reality Meter technology combined with ProdegeMR's global panel to passively monitor respondents and learn about their media habits in real-time.

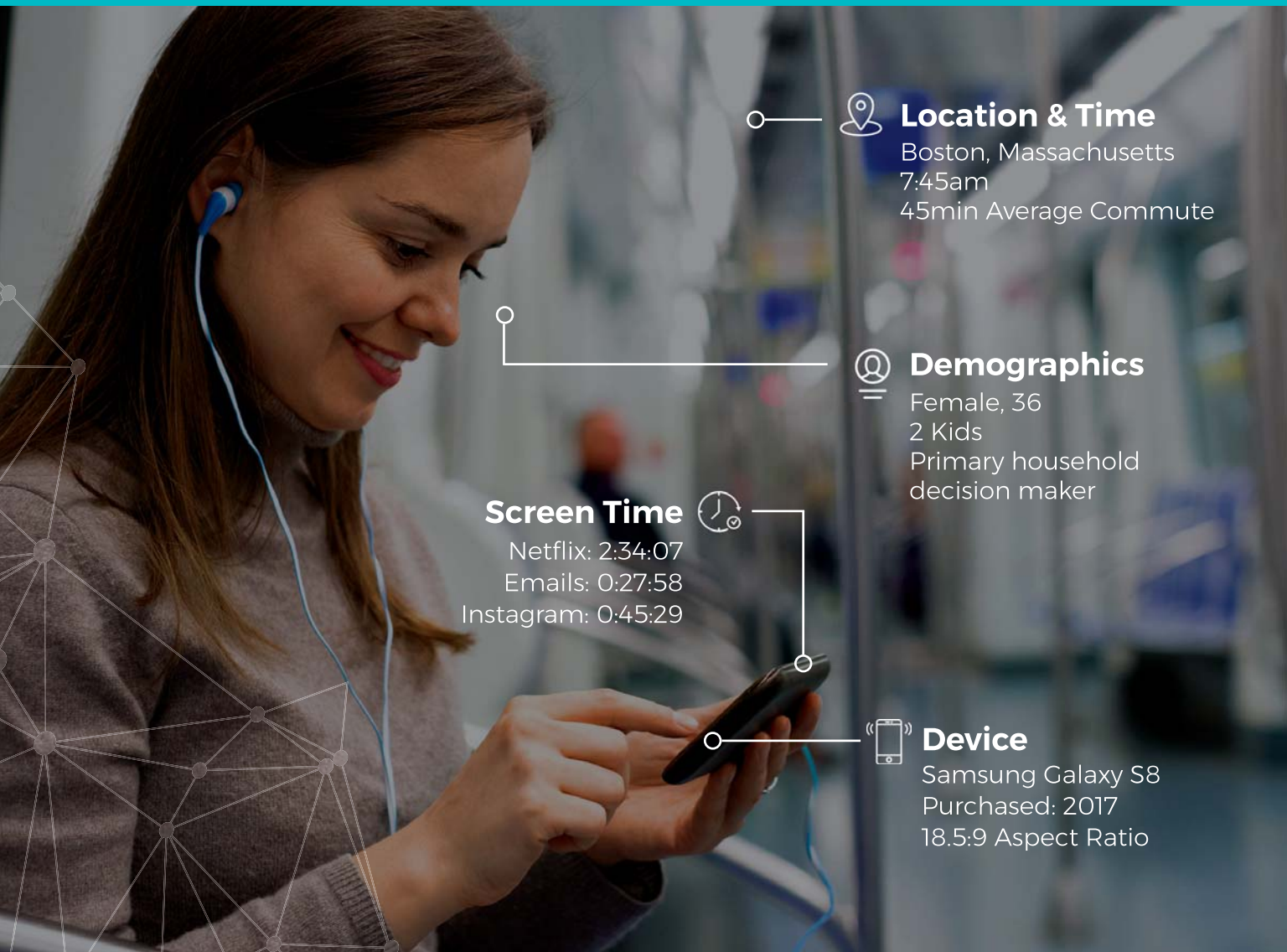
Attendees will walk away from the session with an understanding of how to use passive metering on its own or as a supplement to traditional data collection methods as well as how using passive behavioral information with an engaged sample source together with survey data can provide researchers with a better understanding of their audiences and gain more actionable insights.





# The Future of Market Research is Now.

Discover how we are gaining insights in real time. Join our discussion, "Power of Real-Time Behavioural Data in the Subscription Video-on-Demand Era", or stop by booth #300.



## Location & Time

Boston, Massachusetts  
7:45am  
45min Average Commute



## Demographics

Female, 36  
2 Kids  
Primary household  
decision maker



## Screen Time

Netflix: 2:34:07  
Emails: 0:27:58  
Instagram: 0:45:29



## Device

Samsung Galaxy S8  
Purchased: 2017  
18.5:9 Aspect Ratio

**ProdegeMR, Pushing the Industry Forward.**

RESEARCH INDUSTRY: ADVOCATING FOR INSIGHTS

## Anywhere in the World: The Complexity of Brand Research at Virgin

Thom Stebbings, Group Consumer Insight Lead, Virgin Group

In this session, Thom Stebbings from Virgin Group will reflect on his experience researching opportunities that take him all over the world.

Stebbings will provide insight into how to do big things with little resources, something he is familiar with being a one-person research team for a large, complex brand. “Balancing flexibility and detailed planning is key,” Stebbings says of his one-person role. “And don’t forget to focus on relationships. Build good relationships within the company to pull together a community of advocates for your insights – perhaps even an unofficial insights committee that meets regularly. Embrace your agencies as true partners; share your challenges with them and be open to honestly discussing their challenges too.”



CASE STUDY: BEHAVIORAL ECONOMICS

## Others Think, Therefore I Am: Using Behavioral Science to Understand Societal Beliefs of Gambling Behavior

Anders Bengtsson, CEO, Protobrand

Sara Picazo Lutton, Head of U.K. Ad Research, Twitter UK

Tapping into the System 1 brain provides additional context into not just what consumers think on a conscious level but how they feel and relate to the world around them.

Protobrand conducted a social preference study for Twitter’s ad research team to explore the drivers and barriers of several gambling behaviors, including casino betting, sports betting and lottery play in the U.K. This study uncovered fascinating results detailing the role that emotions play in attracting U.K. citizens to engage in certain behaviors as well as the social factors that impact negative beliefs.

Bypassing the conscious mind empowered Twitter to better understand the context surrounding gambling, including the benefits that the various behaviors offered while monitoring any negative societal beliefs that function as barriers. This presentation will profile one of the behaviors in-depth, providing insight into the importance of understanding the non-conscious factors that inform decision-making.

protobrand



**Does Creative Effectiveness Matter?** • SellCheck

**Disrupting the World of MR** • Future Thinking

**Experience the New Generation of NPS Platforms** • Success Drivers, codit.co

**Customer Experience from Talk to Action: An Interactive Workshop** • Cargill

**How Google Used Behavioural Recruitment to Understand Modern Banking Customers** • Liveminds

**‘Alexa, Order Heineken.’ Voice and the Digital Assistant: A Wake-up Call for Marketing** • SKIM

**From the Weeds to the Stars: How and Why to Think About Bigger Problems** • Harrods

**Transitioning from Full-Service to Self-Service** • AYTM

**Emotional Measurement Delivers Insights for Royal Mail** • Neuro-Insight UK LTD, Royal Mail MarketReach

**How AI-driven Sales Volume Forecasts Inspired Confidence in L’OR Coffee Line Extensions** • Strategir

**360 VR Immersion for More Engagement and More Actionable Results** • Strategir, Firmenich

**Move Over Mum, Dads Also Deserve our Attention: Rebalancing the Gender Focus** • One-MS, Premier Foods

**Robots to the Rescue: Decoding the Real Voice of the Customer Using Leading-edge AI** • Digital Taxonomy Limited

**Using UX Research to Augment Innovation** • D’Well Research UK Limited





## The best minds

### DRIVING YOUR MARKETING RESEARCH FORWARD

It is always our goal to offer quality learning sessions at The Quirk's Event. To do this, we reach out to your peers and ask them to share real-world experiences, strategies, case studies, best practices and successful applications of research techniques. Wondering who we have lined up to speak in London? Here's a sneak peek.

#### Catherine Haigh

Insight Controller  
Premier Foods

Catherine Haigh loves exploring the world of consumers and is passionate about insight-led brand strategy. A champion of driving ROI and impact of insight on the client-side, she is insight controller at Premier Foods. Currently, Haigh's role calls for her to spend time reflecting on and eating cake for Mr Kipling and Cadbury cake.

She has worked on a recent Mr Kipling relaunch, including brand repositioning, new communications development and complete package redesign. At The Quirk's Event, Haigh will co-present on this journey in a session titled, "A Recipe for Advertising Success with Mr Kipling" as well as the role of dad in grocery shopping in a second session titled, "Move Over Mum, Dads Also Deserve our Attention: Rebalancing the Gender Focus."

Haigh has worked both client-side and agency-side in both traditional research agencies and in brand consultancy.



#### Natalia Lumpkin

Director of Insights for EMEA  
Mars Petcare

Born and raised in Poland, Natalia Lumpkin earned her MBA and M.S. in entrepreneurship. Lumpkin began her career at Procter & Gamble, where she worked for eight years before joining Mars Petcare U.S. in 2013. At Mars, she led consumer insights and innovation through the use of new technologies and tools, often being the first to find better, faster, cheaper and more predictive ways of getting to the truth about customers.

Recently, Lumpkin has moved to Europe to head the regional CMI organization and create the insights organization of the future. She is driven to challenge the status quo and push for truly breakthrough innovations and cutting-edge technologies in research. During her Quirk's Event session, "Digitally Transforming Your Insights Function," Lumpkin will share how Mars is partnering with tech companies to rethink its marketing research.

#### Begonia Fafian

Western Europe Knowledge and Insights Director  
Coca-Cola

Begonia Fafian is Western Europe Knowledge and Insights Director for Coca-Cola Company and has been with the company for nearly 18 years. Fafian began her career in marketing in brand management at Colgate-Palmolive and SC Johnson. Currently based in London, she started her career in Knowledge & Insights with Coca-Cola in her native Spain as a consumer insights manager for Coca-Cola Iberia. Prior to that she worked as a marketing manager for Coca-Cola Iberia.

A passionate qualitative moderator, Fafian's work includes all kinds of research. At The Quirk's Event, she will be sharing how her team is driving insight into the minds of stakeholders in a session titled, "The Great Internal Communication Experiment."

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# Learn from THE BEST IN THE INDUSTRY

**Silvana Amparbeng** • Worldpay

**Zsolt Apponyi** • DataExpert

**Guilhem Auffret** • Nespresso

**Jacob Ayoub** • Salesforce

**Babita Aytain** • One-MS

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**Tim Brandwood** • Digital Taxonomy Limited

**Ken Brewster** • Dapresy

**Michael Brown** • UMWW

**Frank Buckler** • Success Drivers

**Russ Budden** • E-Tabs

**Richard Butwinick** • SellCheck

**Pete Cape** • Research Now SSI

**Hugh Carling** • Liveminds

**Adrianne Carter** • D-Coded Insights

**Sophie Cavanagh** • The Leading Edge

**Greg Clayton** • Kadence International

**Reed Cundiff** • Microsoft

**Lucy Davison** • Keen as Mustard Marketing

**Pascal de Buren** • codit.co

**JD Deitch** • P2Sample

**Simon Doolin** • Microsoft

**Tomasz Dulicz** • smartscope

**George Efkolides** • Heathrow

**Babita Earle** • Zappi

**Susan Fader** • Fader & Associates

**Begonia Fafian** • Coca-Cola

**Andrew Geoghegan** • Diageo

**Thomas George** • D'Well Research

**Shazia Ginai** • Neuro-Insight UK

**Isabelle Goisbault** • Strategir

## Lori Laflin

Customer Experience Champion  
Cargill

For the past seven years, Lori Laflin has worked to find answers to the tricky questions at Cargill, a Minnesota-based company that employs a team of 155,000 professionals in 70 countries, working to draw together the worlds of food, agriculture, nutrition and risk management. She led the teams that built Cargill's approach to voice of the customer and brand health management and is currently leading a customer experience pilot.

At The Quirk's Event, Laflin will be sharing tips and tricks for taking action with your data in a session titled, "Customer Experience from Talk to Action: An Interactive Workshop." Laflin has worked in customer experience and voice of the customer experience for 25 years and she is constantly inspired by her love for solving puzzles. "I find people – and what they do and why they do it – endlessly fascinating," she says.

Laflin holds a master's degree from the University of Minnesota and certifications from the CXPA and MRA. Throughout her career she has worked with organizations large and small to help them improve service to customers, consumers and stakeholders.

## Michael Brown

Head of Insight  
Universal McCann Worldwide

Prior to launching his career in marketing research, Michael Brown was a marketing graduate working at American Express.

Turning his attention to MR, he worked at both Research Now SSI and MESH Experience before joining UM where he is now the head of insight.

With a passion for using traditional research methods to give a platform to marginalized voices in society, Brown helps UM's clients better understand their audiences and marketplaces. In particular, he works to promote the role and responsibility of ads in tackling stereotyping. Marketing research feeds his general thirst for understanding what people think and do. "I adore my line of work as, whether quantitatively or qualitatively, my focus is always to understand people," says Brown.

Brown will be taking a look at a UM study decoding today's youth culture in his Quirk's Event session titled, "The Folly of Misunderstanding Youth."



## Simon Doolin

UX Researcher  
Microsoft



Simon Doolin is a design researcher at Microsoft and has been part of the SwiftKey Keyboard team for more than four years. Prior to this, Doolin received a Ph.D. in usability engineering at the University of Edinburgh, which focused on developing speech-driven interfaces employing embodied conversational agents, or avatars, and investigated how these systems can be made more usable for older adults.

“I am motivated by the opportunity to use my skills to shape and create market-leading user experiences across many platforms, devices and interaction modalities,” he says.

Doolin’s research at Microsoft is concentrated on providing insights to drive product strategy as well as actionable insights throughout the entire product development lifecycle. In a case study presentation at The Quirk’s Event, “Defensive Development: Using Mobile Behavioral Research to Create Competitive Products,” he will be sharing how Microsoft targeted a competitor’s customer base using mobile behavioral data to ultimately ensure the development of a compelling alternative product.

## Susan Fader

Strategist, Qualitative Researcher  
and Moderator  
Fader & Associates



Based in New York, Susan Fader is a qualitative researcher, moderator and strategist who tailors her methodology to fit the specific project objectives using both traditional and, if warranted, non-traditional methods such as gamification mind-set (learn more at her session, “Gamifying Qualitative Research – It’s A Lot More than Just Playing Games”) and narrative economics.

Self-diagnostic ethnography is one non-traditional method Fader believes is currently undervalued by the MR community. In this method, the person being researched is given the tools to take a conscious introspective look at what they do. “Most people are not natural storytellers,” says Fader. Self-diagnostic ethnography helps respondents by allowing them to share personal behavior revelations in a story structure.

Fader has an MBA from Columbia University and is a member of the QRCA as well as the book review editor for the association’s magazine, *VIEWS*. Prior to launching Fader & Associates, she was a product manager at General Foods, account supervisor at Interpublic and a marketing consultant in Tokyo. She has worked across categories and demographics in the U.S. and in more than 20 countries on five different continents.

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Adele Gritten • Future Thinking

Janel Hagaman • AYTM

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Jenny Lindsay • BuzzBack

Sally Loughlin • Formerly with GSK Consumer Healthcare

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## Casey Bernard

Founder  
Nimble MR

Casey Bernard began her career in marketing research in 2003 after receiving her master of science in marketing research at the University of Texas, Arlington. She has worked on CPG, financial services, pharmaceutical and utility brands.

In 2016, Bernard began producing a podcast for a social media client and in 2018 the podcast launched a new concept allowing research professionals to tap into the medium for producing more engaging reports. In her Quirk's Event session, "Listen In: How Podcasts Can Deliver Engaging Insights for Marketing Research," she will be sharing ways researchers can use podcasts for exploratory research.

Bernard is passionate about taking time to really dig into a concept or audience. "We need to slow down," she says. "As a result of going too fast, I've seen studies where the recruiting and participants are very questionable. In an effort to hurry up, are we getting bad data with the wrong people?"

Today Bernard works as an independent qualitative research consultant in Austin, Texas, focusing on in-person and online qual. She is consulting both research professionals and small businesses on podcast production under her company Nimble Modern Radio. Bernard recently released the first episode of her podcast, *Breaking Research*. She is a member of the QRCA.



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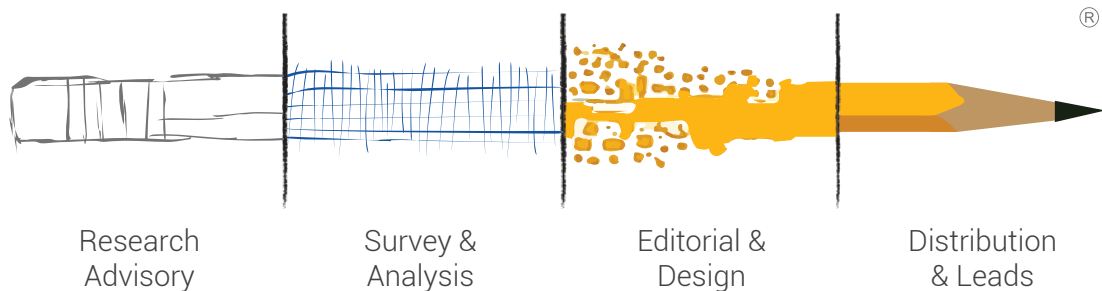
All of our speakers have to agree and abide to our Q-Mandments in order to participate at our event. The Q-Mandments ensure that attendees receive the most relevant and insightful information, not sales pitches.

- 1. Thou Shalt Be Interesting:** Explore new industry territory and present ideas you haven't seen or shared before
- 2. Thou Shalt Be Effective:** Tell a story. Have a client present or use real client examples to illustrate your points
- 3. Thou Shalt Be Relevant:** During no part of your presentation should you ever sell your company, services or products
- 4. Thou Shalt Be Honest:** Speak of failures as well as success and never exaggerate statistics, findings and claims
- 5. Thou Shalt Be Engaging:** Deliver your presentation with clarity, gusto and actively engage your audience
- 6. Thou Shalt Be Memorable:** Inject humor and personality into your presentation
- 7. Thou Shalt Be Prepared:** Practice, Practice, Practice! Do not read directly from your speech or from your slides
- 8. Thou Shalt Be Visual:** A picture is worth a thousand words. Favor images and video over text and speaking
- 9. Thou Shalt Be Accessible:** Remain open to questions after your session, but do not exceed your 30 minutes!
- 10. Thou Shalt Be Considerate:** Keep to the schedule - 30 minutes total!

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## SOCIAL GATHERINGS



### OPENING NIGHT

#### Cocktails with Quirk's

Tuesday, February 12  
5:30 p.m. to 7:00 p.m.  
InterContinental O2 Expo Hall

We've had a blast hosting Cocktails with Quirk's in the past and The Quirk's Event wouldn't feel complete without everyone enjoying a few cocktails on us! After the first day of the show is done, mingle and network in the expo hall and take in the experiences with other attendees from 5:30 p.m. to 7:00 p.m. Free drinks and appetizers will be provided.

Stop by one of these stands to enjoy a cocktail:

**prodege**MR

Booth 300

**criticalmix**

Booth 507

**marketcube**

Booth 210

### FOLLOWED BY...

#### Tuesday Night After Dark Party at the O2

Tuesday, February 12  
8:00 p.m. to 11:00 p.m.  
Location: All Bar One O2

After dinner, join other attendees for the official after dark party at the O2 to discuss the day's events and have a nightcap on us! Enjoy a relaxing evening with cocktails, music and conversation. Sign up for the party when you register for The Quirk's Event – entry is free for all Quirk's Event attendees!

Not attending The Quirk's Event but still interested in the party? To register, visit The Research Club's Web site: [theresearchclub.com/events/london-after-dark-quirks-party/](http://theresearchclub.com/events/london-after-dark-quirks-party/)

Space is limited so register early!

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### NETWORKING

### THE NIGHT BEFORE THE EVENT

#### Women in Research Networking Event

Monday, February 11  
7:00 p.m. to 10:00 p.m.  
Location TBD



Women in Research (WIRE) will be hosting a complimentary pre-conference networking event for Quirk's Event attendees of all genders on Monday, February 11. Enjoy cocktails, canapés and conversation while networking with market research industry leaders. WIRE is a nonprofit organization that champions diversity in the marketing research industry by arming women with the tools to develop professionally, build connections and stay inspired. Registration for this event will be open at a later date, mark your calendars!

### EVENT CLOSING

#### Expo Hall Happy Hour

Wednesday, February 13  
4:00 p.m. to 5:00 p.m.  
InterContinental O2 Expo Hall

Grab a beer and stroll through the expo hall to learn and experience all of the latest and greatest the industry has to offer.



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## INTRODUCING

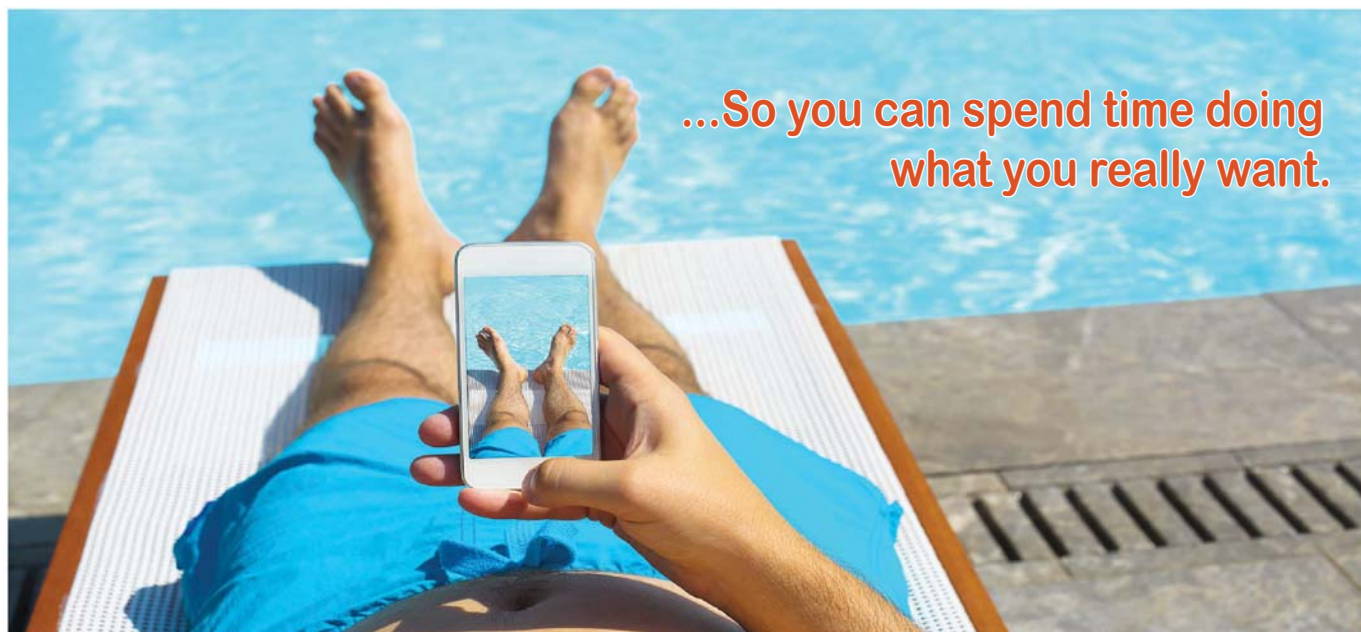
## INTERACTIVE SMART BADGES

This year, The Quirk's Event is introducing smart badges and an interactive app from Klik! These interactive badges allow for easy and fast networking all in one place. Attendees in close proximity can quickly exchange information simply by both pressing and holding down the bottom of the badge. Bright LEDs will illuminate and flash, letting you know that the information has been exchanged. Attendees can also receive content from speaking sessions without having to wait until after the event. During a session, simply click your badge and any materials the presenters make available will download and be accessible in the app. The Klik badge puts you in charge of the content you receive and connections you make!

With the Klik app you can:

- chat with other attendees and even request meetings;
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# WHO SAID MARKETING RESEARCH CAN'T BE FUN?

When we launched The Quirk's Event in 2015, the one thing we wanted to make sure our event had was some fun. We had attended numerous conferences throughout the years and found few to be truly fun and engaging. So we set out to make The Quirk's Event a genuine experience.

In addition to the great educational sessions and networking activities, the expo hall will be a lively and engaging place where you can learn the latest in the industry and find new partners ... while having fun! Stop by exhibits to play a game, enter a drawing, grab a piece of swag or experience a demo – there will be lots to see and do in the expo hall. Here are just a few of the experiences that will be at The Quirk's Event.



## Temporary ink, lasting memories

Have you ever gotten a tattoo while at a business conference? Now you can! Well, sort of. Henna artists will be creating intricate and beautiful designs that can be applied to your hand or arm. Select an image that represents you.

## Update your image

How long has it been since you've updated your social media photo? Have a new, professional head shot taken while at The Quirk's Event. It takes just a few minutes and we'll e-mail you the link to the high-resolution image that reflects the new you!



**EXPERIENCES**





## GAME ON!

We are excited to bring the Klik smart badges and app to The Quirk's Event. Using the smart badges and app, you can earn points by connecting with exhibitors and other attendees, attending sessions, giving session feedback and by posting on social media. The attendees that achieve a benchmark point total will automatically be entered into a drawing to win great prizes (gift cards, Alexa, portable charges, etc.). Download the Klik event app two weeks before the event to learn how to play and receive game rules.



## Let your MR worries melt away

Tiny budget? Too many projects? Let your troubles melt away, at least for a few minutes. Stop by and get a chair massage from a professional massage therapist.



## Speak your mind

We want to hear from you! Look for the video kiosk, step up to the microphone and let us know how you feel. Answer one of several questions ranging from your favorite research methodology to how you got started in the industry. After the event, Quirk's will compile a video of the responses giving you the chance to share your clip with friends and colleagues.



## Have your picture taken with a celebrity!

A loveable and famous American will be stopping by The Quirk's Event for photo opportunities each morning. Don't miss your chance to grab a selfie! Want to guess who it is? Here's a hint: This loyal friend reluctantly solves the most difficult mysteries. His go-to mode of transportation is a van painted with psychedelic colors!

# A FOODIE'S PARADISE

Whether you're interested in high tea or a hip culinary experience, London has many food choices to offer. Restaurants in and around the O2 will provide you with options ranging from iconic fast-food chains to modern Asian cuisine.

## OFF THE BEATEN PATH

Quirk's has a few restaurant ideas for anyone interested in venturing beyond the O2.

Dan recommends:  
**VEERASWAMY**



London has been praised as having some of the best Indian food in the world. Opened in 1926, Veeraswamy is the oldest surviving Indian restaurant in the U.K.

99-101 Regent Street

Kari recommends:  
**GODDARDS AT GREENWICH**



Looking for traditional British comfort food? Goddards has been serving up pie and mash since 1890. An enthusiastic foodie, Kari convinced Steve to make the trek there when touring the event facilities in 2018.

22 King William Walk

Stewart recommends:  
**DUCK AND WAFFLE**



Located on the 40th floor of the Heron Tower, Duck and Waffle serves up great food and views of the London skyline. Reservations are recommended.

110 Bishopsgate | 0203 640 7310



### GRAB AND GO CAFÉ

Expo hall foyer at The Quirk's Event

Grab and go sandwiches, snacks and beverages



### MERIDIAN LOUNGE

Main level, Intercontinental at the O2

Homemade patisserie, fine teas and specialty coffees



### STARBUCKS

The Avenue at O2

Coffee, beverages and pastries



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The Avenue at O2

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The Avenue at O2

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### CABANA

The Avenue at O2

Award-winning home of Rio street food, skewers and cocktails



### THE SLUG AND LETTUCE

The Avenue at O2

Restaurant and pub



## RESTAURANTS



### GARFUNKEL'S

The Avenue at O2

One of London's most iconic restaurant brands



### PIZZA EXPRESS

The Avenue at O2

Handmade pizza with beer and wine



### WASABI

The Avenue at O2

Modern Japanese cuisine



### NANDO'S

The Avenue at O2

Portuguese cuisine, famous for their chicken



### HARVESTER SALAD & GRILL

The Avenue at O2

Ribs, chicken and healthy option



### BYRON – PROPER HAMBURGERS

The Avenue at O2

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# EXPLORING LONDON

If you're heading to London for the very first time, we hope you plan to spend an extra day or two to take in the sights! London has something for everyone. Here are a few of our favorite spots.



## For the history buff: **TOWER OF LONDON**

The Tower of London is a historic castle located on the north bank of the River Thames in central London. Officially Her Majesty's Royal Palace and Fortress, the Tower is one of London's most famous landmarks, historically a royal palace, political prison (where Anne Boleyn met her end), an arsenal and the current home of the crown jewels.



## For the Potterhead: **PLATFORM 9¾**

If Warner Bros. Studio Tour London is already on your list, King's Cross – the station Harry Potter uses to journey to Hogwarts – is a must-see. Visit Platform 9¾ in real life, in King's Cross railway station. Head to the train station in your house colors and take a photo to commemorate your journey!

When a man is tired  
of London, he is tired  
of life; for there is in  
London all that life  
can afford.

— Samuel Johnson



## For the museum fanatic: **MUSEUM OF LONDON**

Learn the history of the U.K.'s capital city from prehistoric to modern times. Established in 1912 and currently located in the City of London on the London Wall, the Museum of London has a collection of more than 2 million objects and is a must-see.



## For the nature-lover: **REGENT'S PARK**

If the weather's nice – or you're willing to brave the London chill – get some fresh air in Regent's Park, which covers 410 acres in North West London. Check out the winter gardens as well as the London Zoo and Regent's University London.



## For the modernist: **TATE MODERN**

One of the largest museums of modern and contemporary art in the world, Tate Modern includes work by Picasso, Dali, Matisse and more. The museum is part of the Tate group and is located in the Bankside area of Southwark. Admission is free (with the exception of special exhibitions).



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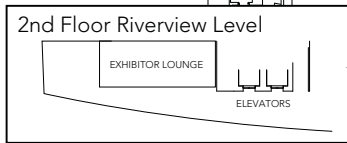
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### ASK International Market Research (ASKi)

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Critical Mix provides easy access to highly-targeted global survey respondents, survey programming and data visualization services for market research and consulting firms. Driven by a passion for simplifying data collection, the team at Critical Mix is personally invested in giving clients the ultimate customer service experience. Every project, no matter the size or type, is supported by a team of always-available, experienced market research practitioners who anticipate your needs and provide thoughtful customer care. Service options include a complete spectrum of high-quality data collection tools ranging from sample sources, survey programming and fielding, to report automation and data dashboards. Critical Mix is headquartered in Westport, Conn., and operates globally. Call us at 1-800-651-8240 or e-mail [simplify@criticalmix.com](mailto:simplify@criticalmix.com).

[www.criticalmix.com](http://www.criticalmix.com)

**dapresy**  
BETTER DATA BY DESIGN

Dapresy

BOOTH 109

Dapresy provides a highly efficient and effective data reporting software for market research and customer experience management. The SaaS solution offers users flexibility and choice in delivery from standard cross tables, PowerPoint and PDF downloads to highly visual and interactive dashboards. Market research agency and enterprise professionals in more than 25 countries utilize Dapresy Pro to clearly communicate complex data from markets, users and customers. Founded in 2003, Dapresy has a headquarters in Sweden with a North American headquarters in Portsmouth, N.H. In addition, the firm has several other client services offices around the globe.

[dapresy.com](http://dapresy.com)

**DataExpert**

DataExpert

BOOTH 305

DataExpert – as the largest independent data processing company in Europe, we provide advanced operations support across all sectors of market research: survey programming, data processing, data visualization, custom IT development and support in big data projects. We can provide consulting expertise for all survey types across every specialist research sector. We thrive in successfully delivering complex and multi-country research programs as well as projects involving BI. While being software independent, DataExpert has considerable expertise in the following tools and industry-standard market research software platforms: Unicom Intelligence (formerly Dimensions); Nebu; Askia; Nipo; Conformat; Questback; Dapresy; Tableau; PowerBI;

SPSS Statistics and Modeler; Merlin; Python; R; VBA; MS SQL.

[www.dataexpert.hu](http://www.dataexpert.hu)

**dataSpring**

dataSpring

KIOSK K

dataSpring is a leading Asian insights specialist offering one-stop solutions ensuring market researchers succeed. We provide high-quality online and mobile samples in Asia, survey software tools and data collection operations. Headquartered in Japan, we have offices around the world to serve our global clients. With our 24/7 operations hub in Manila, we're uniquely able to manage projects around the clock and support our clients with each step of the research process. The company has offices in Los Angeles, Tokyo, Shanghai, Seoul, Singapore and Manila.

[www.d8aspring.com](http://www.d8aspring.com)

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## Digital Taxonomy Limited

BOOTH 506

Smart software for market research Digital Taxonomy creates leading-edge open-text coding and data automation software. Our customers are MR, data analytics and voice-of-the-customer companies looking for robust tools that automate and enhance real-world market research processes. Our products enable people and AI to work together, maximizing quality, dramatically improving productivity and minimizing effort. Codeit uniquely blends AI, machine learning and text analytics to deliver unparalleled free-text coding productivity with enhanced quality. Loadit is a genuinely innovative data wrangling tool that automates repetitive data processing tasks with a simple drag-and-drop visual workflow.

[www.digitaltaxonomy.co.uk](http://www.digitaltaxonomy.co.uk)



## Discover AI Limited

KIOSK B

Discover.ai is an AI-driven tool that accelerates the reading process, making it quicker and easier for experts to discover new thinking and ideas, extracting value from multiple text- and image-based sources across markets and languages. Sources include internal documents, brand Web sites, influencer and expert blogs, online magazine articles, forums, communities, technical articles, social media and more

[www.discover.ai](http://www.discover.ai)



## E2E Research Services

BOOTH 514

E2E Research is a leading global one-stop solution provider supporting all the major activities of market research services and large data management. E2E is a combination of technology, research techniques, quality, experience, data visualization and value add. We support finding solutions to problems

across various industries. We differentiate ourselves from others by staying ahead of the technology, performing varied research methodologies, helping visualize the data insights and adding value to the research initiative. Our experience spans working for varied industries and research leaders across the globe. The team has an extensive knowledge of market research methodologies, understanding and analyzing data, working on multiple platforms and managing projects throughout the life cycle of a project. The experience also spans across using technology to bring out insights, drive quality and reduce costs. Global coverage through partners, presence in U.S., U.K., Australia and India. Support clients in their respective timelines, 75+ country coverage with the local language support.

[www.e2ersearch.com](http://www.e2ersearch.com)



## EphMRA

BOOTH 115

Creating excellence in professional standards and practices to enable health care market researchers to become highly valued business partners. EphMRA is the hub for excellence to empower members to become the business partner of choice in providing insights and expert advice. EphMRA creates a health care market research and analytics community that defines, develops and shares best practice. We are continuously developing and strengthening the core competencies that allow members to achieve excellence as business partners and expert advisers.

[www.ephmra.org](http://www.ephmra.org)



## eSense Translations

BOOTH 113

eSense Translations exists to offer the best-value solution to overcoming any language barrier. We aim to offer the following services to the highest standard, as cost-effectively as possible and delivered in manner tailored to each customer's individual requirements: - Written

translation and localization; - audio transcription; - face-to-face interpreting; - telephone interpreting; and - videoconference interpreting. We feel that language should never be a barrier to communication in any form. We will always empower each customer with the seamless ability to communicate with all target audiences, in any language and in all formats, with total accuracy and whilst remaining true to the company's message, tone and brand values. Collaboration, transparency and clear communication will always be prominent in how eSense Translations manages its customer relationships. We will continually invest into the training and development of our staff, to enhance their professional progress and their ability to deliver the best possible service.

[www.esensetranslations.co.uk](http://www.esensetranslations.co.uk)



## ESOMAR

BOOTH 112

ESOMAR is the global voice of the data, research and insights community. ESOMAR, the world association for market, opinion and social research and data analytics, is the voice of the global data-driven research and analytics community. ESOMAR speaks on behalf of 4,900 professionals and over 500 companies in 130+ countries that provide or commission research, including public and academic bodies, all of whom agree to uphold the ICC/ESOMAR International Code. Together with national and international research associations, ESOMAR sets and promotes professional standards and self-regulation for the sector and advocates the value of market, opinion and social research and data analytics as an effective decision-making tool.

[www.esomar.org](http://www.esomar.org)



## Estudio Silvia Roca SL

BOOTH 607

At Estudio Silvia Roca, we are professionals who collectively have years of experience and

thousands of projects in various markets and sectors under our belt. A multidisciplinary human team who provides top notch quality service in all the research phases. It is composed of women and men of various nationalities, allowing us to understand what makes each society tick. We know that the nuances in lifestyles, the environmental conditions and the habits of each country affect the decisions and opinions of its people, which we carefully consider for each recruitment process.

[www.estudiosilviaroca.com](http://www.estudiosilviaroca.com)



## E-Tabs

BOOTH 414

DATA VISUALIZATION / AUTOMATED REPORTING / INTERACTIVE DASHBOARDS / POWERPOINT CHARTING. E-Tabs has been providing cutting-edge data visualization and reporting solutions to the market research industry for over 20 years. We help businesses all over the globe boost their productivity by making the process of producing their reports and visualizations quick, simple and cost-effective.

[www.e-tabs.com](http://www.e-tabs.com)

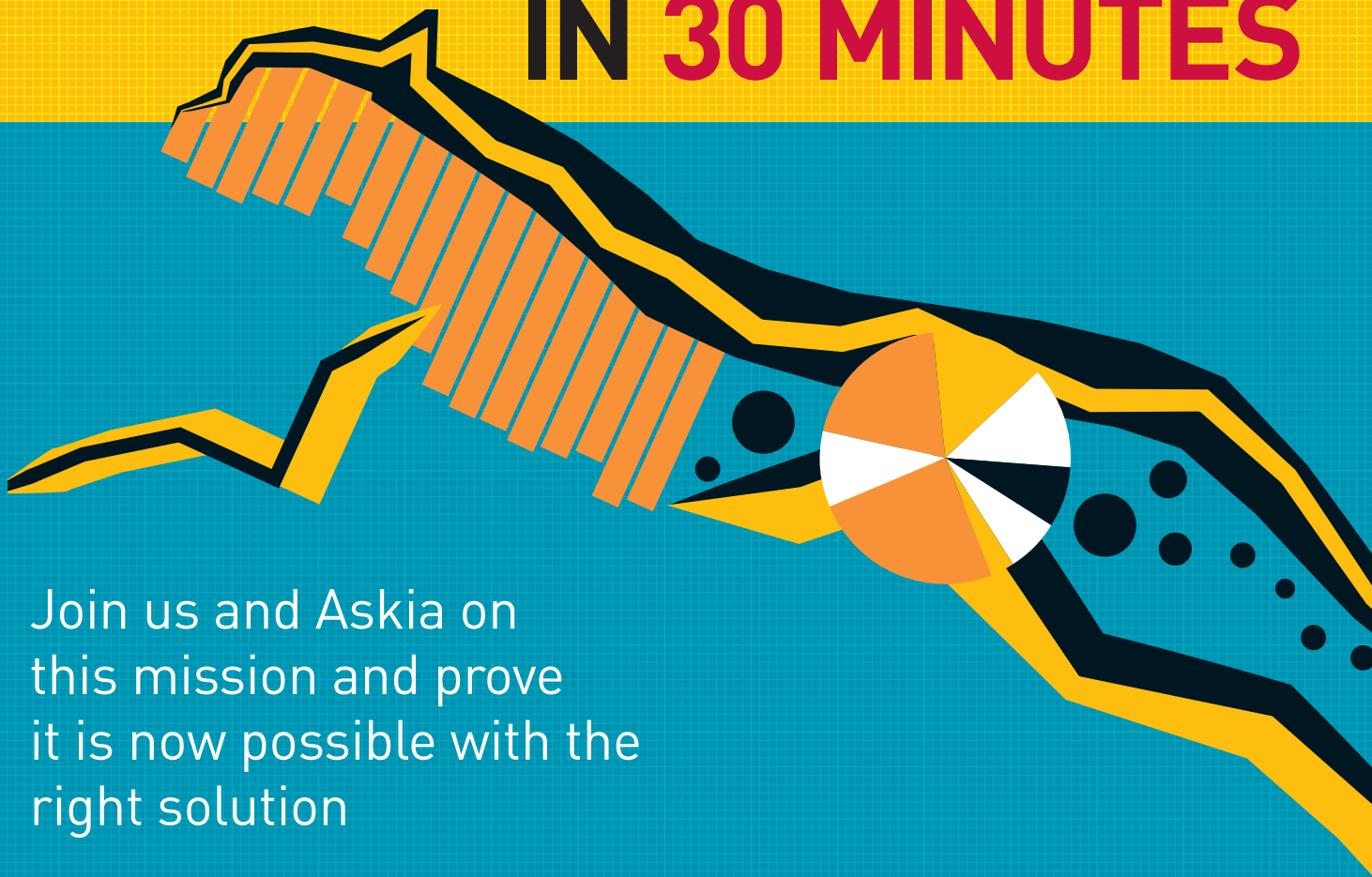


## eye square

KIOSK Y

Eye square is a leading global provider of experience research. We specialize in the fields of user experience, brand and media and shopper experience. A group of user experience researchers and experts in the field of implicit research founded eye square in 1999. Right from the start eye square pioneered the use of eye-tracking for user and market research. Based on our experience, we have built up one of the largest databases of commercial eye-tracking and emotional measurement data worldwide. These data allow us to benchmark how users experience new Web sites, mobile applications products, advertisements and marketing materials against established

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POWERPOINT CHARTING



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[e-tabs.com](http://e-tabs.com)

biomarkers. Eye square's extensive client portfolio includes major companies such as eBay, LG Electronics, Allianz, Deutsche Telekom, Google, P&G, just to mention a few. Our teams are based in Berlin, London, Seoul and Tokyo, from where they conduct their innovative projects in all parts of the world.

[www.ey-square.com](http://www.ey-square.com)



Fieldwork Inc. has provided recruiting, facilities and online tools for research professionals for over 35 years. Fieldwork has 15 focus group facilities across the country, each with on-site recruiting, local databases and experienced project managers. Fieldwork Network is a group of dedicated project managers that field multi-city projects across the globe, with one point of contact for everything from bidding to invoice. Fieldwork Anywhere can make any two rooms into a fully equipped focus group facility including recording, hosting, recruiting and observation area – great for small markets. Fieldwork Webwork provides all of the tools and support needed for online research. Focus on the research. We'll do the rest.

[www.fieldwork.com](http://www.fieldwork.com)



Focus Crossroads is a global qualitative research recruiting firm, giving clients access to the people, in the places and with the ideas that drive their business. Expert guides and research specialists who manage the unexpected and deliver a rewarding experience in a constantly changing landscape. Some of our resources include a B2B/ consumer database, an internal CATI center and a full range of strategic qualitative insights. Centralized in the N.Y. Metro market with access to luxurious suites across the United States. Committed to best practices

in research standards, we are one of the few U.S. research firms ISO-20252:2012 certified.

[www.focuscrossroads.com](http://www.focuscrossroads.com)



Focus Suites has been a leading provider of focus group facilities for over 20 years. Our luxurious state-of-the-art facilities are supported by knowledgeable, experienced staff in-tune with your project and business needs. Focus Suites' versatility and flexibility allows us to efficiently serve client needs while providing unparalleled customer service. Focus Suites has been voted one of the "Top Rated" focus group facilities in the world by the Impulse Survey, making more than a decade of consecutive top ratings for our company. At Focus Suites we pride ourselves in offering world-class services and amenities, from our experienced and professional staff to our spacious client work spaces to the latest in technology services.

[www.focussuites.com/index.asp](http://www.focussuites.com/index.asp)



**Full Circle Research**  
KIOSK Q

Named Inc. 5000's No.917 for 2017, Full Circle Research is the first and only U.S.-based online consumer sample provider to earn ISO 26362 certification and the only company to offer HoNoR (Holistic Next-level Research™). This enhanced survey experience is unprecedented and automated – a marriage of advanced technology, flexible community strategies and industry-leading quality controls that gives business decision makers immediate access to the purest data in the industry. Full Circle's foresight, agility and commitment to innovation translate into a uniquely proactive, consultative experience.

[www.ilovefullcircle.com](http://www.ilovefullcircle.com)



G3 Translate was founded specifically to assist market research companies with multi-language projects for global markets. Whether you require the translation of surveys and focus group materials, in-language coding of verbatims or assistance in understanding cultural differences, G3 provides the best value – unparalleled speed, competitive rates and exceptional customer service.

[g3translate.com](http://g3translate.com)



GapFish GmbH is a Berlin-based provider of online market research. We have over 300,000 panelists in Germany, Austria and Switzerland with over 650 profile criteria. We cooperate with Mediengruppe RTL Deutschland, SPIEGEL Gruppe, Mediakraft, the Austrian Gallup Institute and other renowned partners to offer a wide variety of special panels. Our mission is to generate high-quality survey results that help you achieve your goal. We're a member of acknowledged industry associations (BVM/ESOMAR/DGOF) and are committed to the international code for market and social research. In addition, we meet the strict demands of the international standard ISO 26362 and the highest data protection regulations.

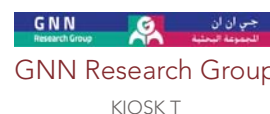
[gapfish.com](http://gapfish.com)



GlobeLexicon is the leading translation and language service provider to the market research sector. Led by experienced MR professionals, our team of 80+ works internationally across a range of qualitative and quantitative projects, from health care to consumer. Our in-depth knowledge of the research industry, commitment to outstanding quality and consultative approach continue to set us apart. This year sees continued strong growth, a

significant technology upgrade and team expansion across all offices.

[www.globalexicon.com](http://www.globalexicon.com)



GNN Research Group LLC is a full-service market research company founded in the year 2003 in UAE. GNN also has its online panels across the Gulf, African and Asia-Pacific regions. GNN Research Group LLC provides market research and online data collection solutions for B2C and B2B research clients. We offer end-to-end market research services from questionnaire design to reporting.

[gnnresearchgroup.com](http://gnnresearchgroup.com)



For more than 23 years, IFF International has been conducting telephone market research studies using mainly CATI methodology and successfully meeting the needs of the most important worldwide institutes and agencies in every industry sector, from automotive to food and beverage, retail, FMCGs, finance and banking, energy and utilities to socio-political studies. With our multilingual staff, more than 500 native-speaker telephone interviewers and 240 CATI stations, we work from our offices in U.K., Germany and Italy.

[www.iff-international.com](http://www.iff-international.com)



**Ignite Collective**  
BOOTH 512

The Ignite Collective is a group of women-owned companies brought together by the common goal of understanding new and interesting ways of conducting research, collecting data and generally creating a client- and participant-centric experience. Through our affiliation, we have a global reach. Combined with our



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complementary skill sets, we are able to provide you with the coverage or support you need for any kind of research project no matter where or what it is.

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**Infotools**

KIOSK X

Infotools is an award-winning software and services provider, with particular expertise in processing, analyzing, visualizing and sharing market research data. We have almost three decades of experience working with both in-house corporate insights teams as well as market research agencies. Our powerful cloud-based software platform, Infotools Harmoni, is purpose-built for market research data. From data processing through to analysis, reporting, visualization, dashboards, distribution and data alerts, Harmoni is a true "data-to-decision-making" solution. We also offer data experts who can help with

things like research design and management, data design and organization and insights discovery, analysis, visualization and reporting.

[www.infotools.com](http://www.infotools.com)



**Ingress**

BOOTH 309

Ingress is one of the leading suppliers of software solutions for feedback management, market research and employee surveys. Ingress' customers include market research institutes, consulting firms, financial service providers and major industrial and service companies in Europe. Ingress' cloud-based survey platform handles over 130 million e-mails a year worldwide and up to 8 million interviews.

[www.ingress-survey.co.uk](http://www.ingress-survey.co.uk)



**Insight Management Academy (IMA)**

BOOTH 624

The Insight Management Academy is the center of excellence for insight generation, insight management and insight communication. We provide consultancy, training, benchmarking and best practice research to help insight teams all over the world to work more effectively. The IMA began its best practice work in 2003 when its founders, Steve Wills and Sally Webb, published a best practice report on customer insight management and communication. The companies involved in the research which led to the report, including Boots, British Gas, Nokia, Sainsburys, Vodafone and Royal Bank of Scotland, said that they would like to take part in a regular forum where they could continue the discussions about best practice. Since early 2005, the Insight Forum has met every quarter in London, and the IMA was created so that more

organizations could contribute their experience and discuss the best ways to make insight make a difference. If you would like your organization to join us and help to define, develop and disseminate insight best practice, then please become a corporate member.

[www.insight-management.org](http://www.insight-management.org)



**Intellus Worldwide**

BOOTH 207

Intellus Worldwide is the birth of two well-renowned industry associations coming together. Collectively, PBIRG (Pharmaceutical Business Intelligence & Research Group) and PMRG (Pharmaceutical Marketing Research Group) have over 100 years of experience in the health care marketing research industry. In January 2018, these two organizations joined together to form Intellus Worldwide, Your Association for Healthcare Insights and Analytics. Intellus Worldwide services global manufacturers and service providers representing



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[www.intellus.org](http://www.intellus.org)

**inview  
veldwerk**

**Inview Veldwerk**

KIOSK Z

Inview Veldwerk is specialized in carrying out face-to-face market research in the Netherlands. Our experienced project leaders and project planners will accompany the fieldwork and guide our team of interviewers during the accomplishment. We have interviewers from all corners and ages, each with their own specialty and experience. When it comes to quality, we can proudly say that we are ISO 20252 certificated as well as a member of the MOA and ESOMAR. As a certificated work placement company (SSB), we accompany youngsters in economic life and teach them about market research.

[www.inviewveldwerk.nl](http://www.inviewveldwerk.nl)



**iResearch Services**

BOOTH 500

iResearch Services offers services ranging from CATI, CAWI, panel research to recruiting. We also offer blend of mix, thus advising our clients on how they can reduce their research costs. Our proven methodologies have helped several clients to get faster results through our own global online panel, including our proprietary ITDM (information technology decision makers) panel.

[www.iresearchservices.com](http://www.iresearchservices.com)

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**Ironwood Insights Group**

KIOSK N

Ironwood Insights Group leads the market research industry by offering a seamless combination of all research methodologies. Our ability to

provide consultation, design questionnaires, source samples, field surveys, analyze data and report valuable insights to our clients is unmatched. Our clients focus on implementation and strategy rather than fielding and tabulations. Qualitative and quantitative methodologies enhance one another as a combined solution or can be provided as stand-alone services. Contact us today for "Insights that provide clarity and drive action."

[www.ironwoodinsights.com](http://www.ironwoodinsights.com)

**i-view  
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**i-view London**

BOOTH 408

i-view is an award-winning viewing facility brand, offering our clients the highest levels of service and satisfaction across our three city center locations based in London, Leeds and Warsaw. Each venue has been custom-built as a contemporary hub for researchers and each provides our clients with technologically advanced

studios over a single, spacious, fully-accessible floor. We're committed to being the best-in-class and to offering our clients a premier experience that exceeds expectations. i-view's venues are ideal for conducting all types of qualitative studies, including eye-tracking, dial testing, user experience and neuromarketing. We look forward to welcoming you to i-view!

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**Kadence**  
International

**Kadence International**

BOOTH 602

Kadence, a global boutique insight consultancy with offices in the U.S., U.K., India, Singapore, Indonesia, Vietnam, Philippines, Hong Kong and China, works with some of the world's largest brands, providing global coverage at a local level. Kadence Insight delivers "Insight Worth Sharing" to clients across a wide range of business sectors, whilst Kadence Data Solutions highlight 'The People Behind the Data' to the leading global

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management consultancies needing to conduct primary research. All of our clients value access to our leading-edge, Web-based data capture systems (including CATI call centers in each location), centralized reporting (24/7), advanced analytics, ISO 9001/ISO 20252 quality accredited processes, creative design-lead reporting and total peace of mind.

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## KNect365

KNect365

BOOTH 202

We think our name says a lot about us. We have always aimed to satisfy the world's hunger for information with quality content, unique insight and expert speakers. Our customers now come to us for more than reliable data and informed opinion. Increasingly we provide the connections that help them continue to grow. That's why our division of Informa is now called KNect365. KNect because we're experts in connecting people to knowledge and networks, 365 because you can benefit from our services every single day.

[marketing.knect365.com](http://marketing.knect365.com)



## Knowledge Navigators

KIOSK L

Knowledge Navigators is the exclusive Red Centre Software distributor for USA and EMEA. With Ruby, Laser and the associated software, we offer a complete end-to-end solution for collecting MR data to report the results of ad hoc as well as complex tracking studies. The software can read various data formats, such as Excel, SSS, SPSS, Quantum, etc. Ruby contains a large set of features and functions, such as cleaning, weighting, construct, verbatim coding, analysis, reports, tables and graphs. It can interact with MS Office, SPSS, R and VBA or Visual Studio for scripting. Customers can integrate output from Ruby in MS Word, Powerpoint or Excel for end-client deliverables. Laser is our online interactive client deliverable portal for the MR agents and their end clients. It

can also deliver the output on iPads, iPhone, smartphones and tablets.

[www.knowledge-navigators-research.com](http://www.knowledge-navigators-research.com)

## KnowledgeHound

KnowledgeHound

BOOTH 405

KnowledgeHound simplifies how companies organize and access consumer insights – we build a unified, searchable database for your market research data so your team can easily and efficiently locate the insights you need. Stunning visualization tools and powerful analytics make it easy to transform data and insights into effective business intelligence while secure, cloud-based technology lets your team share information across units, geographies and business partners for a broader impact.

[www.knowledgehound.com](http://www.knowledgehound.com)



## Leyhausen Research GmbH

BOOTH 212

Leyhausen Research GmbH is an international field service provider with offices and field forces in Europe, the Middle East and Africa. The Leyhausen teams in Europe, and especially in the Middle East and Africa, can contribute local knowledge and local expertise at any stage of a survey. For over 25 years, Leyhausen has offered field services ranging from consumer in-house surveys to ethnographies, covering quantitative and qualitative approaches. The latest technologies for data collection are used in order to provide tailored services to our worldwide clients. The portfolio is completed by in-house data processing, reporting and moderation services.

[www.leyhausen.com](http://www.leyhausen.com)

## Lightspeed

Lightspeed

BOOTH 600

At Lightspeed, we are on a mission to help clients discover truth through data and boldly challenge the status quo to find faster, more modern and

creative ways of connecting brands and consumers. As the leading digital data collection specialist, we build richer profiles of millions of people across the globe and leverage our first-party panel relationships and patented Honesty Detector, along with our Programmatic Gravity Network, to deliver the "buy and why" insights that power today's decisions. And our incredibly talented and award-winning survey design team can help you reach your target customer seamlessly. Headquartered in Warren, New Jersey, with offices around the globe, Lightspeed is part of Kantar, one of the world's leading data, insight and consultancy companies. Learn more about us at [www.lightspeedresearch.com](http://www.lightspeedresearch.com).

[www.lightspeedresearch.com](http://www.lightspeedresearch.com)

## linkfluence

Linkfluence

KIOSK C

Linkfluence transforms the way global brands collect, analyze and leverage customer insights. With our leading social listening tools and team of local research analysts, we analyze real-time social data to help brands and agencies make better business decisions.

[linkfluence.com](http://linkfluence.com)



Liveminds

KIOSK U

Behavioural Recruitment – Fresh research participants matched from 2 billion people. We help brands get authentic consumer insights by finding the best research participants from real behavior. Behavioural Recruitment is a radically different approach, powered by live social data on 2 billion people in 190 countries. We don't have a database – we find fresh participants for every project. Behavioural Recruitment won the Market Research Society Operations Award 2018 for Best Support Service Research platform – Liveminds is a simple, mobile, online qual platform that gets you closer to your participants: - Mobile apps that work online and off so participants can capture any moment. - HD

video to vividly bring insights to life. - 33 languages, covering 4 billion people around the world.

[liveminds.com](http://liveminds.com)



LivingLens

BOOTH 509

LivingLens captures and analyzes video content via speech, actions and sentiment, translating human behavior into insights. We make working with video efficient and scalable by breaking down video into a usable data asset that enables fast insights creation.

[livinglens.tv](http://livinglens.tv)



## Markelytics Solutions

BOOTH 505

Markelytics Solutions Limited is a leading global market research agency providing end-to-end research solutions, trusted by the best. With over 14 years of experience in successfully completing 4.1 million surveys covering 80+ markets, Markelytics has a worldwide presence to facilitate real market intelligence using the latest methodologies, best-in-class research techniques and cost-effective measures for the world's leading research professionals and agencies. We are a leading provider of full-service research, global project management, MR outsourcing and online panel services. Our services include MR full-service, global project management, data collection, survey programming, data processing, analysis and reporting. Our specialty panels include a dedicated proprietary health care panel set up with extensive reach in North America and Europe. The collective expertise, talent and proficiency of our team help us deliver best-in-class services to our clients across different time zones with unmatched efficiency.

[www.markelytics.com](http://www.markelytics.com)



# Real Consumers. Right Data. Remarkable Service.

Through our **Sourcing and Sampling** capabilities, you get access to 5.5 million global panelists with more than 2 billion data profiles. Utilizing our vast database, we help you build richer consumer profiles.

By engaging with consumers in meaningful ways, you'll capture data on what they think, what content they see and what they do. Our **Modern Survey Design** techniques enable you to know more by asking the right questions in the right way.

Bring us your challenges and we'll find answers through our **Connected Data Solutions**. From real-time survey integrations, to leveraging existing data sources, to media activation, we help you harness the power in your consumer data.

## LIGHTSPEED

[www.lightspeedresearch.com](http://www.lightspeedresearch.com)



At Market Cube, our mantra is "we help you shine." We specialize in the heavy lifting of data collection, reporting and programming. We created a custom platform that enables us to engage, manage and expand client lists and custom research panels. Our specialty is managing complex fielding to your requirements and specifications, regardless of primary or secondary research. By allowing Market Cube the privilege of managing your projects, you can spend more time focusing on the data and delivering trends and insights to your clients and stakeholders.

[www.market-cube.com](http://www.market-cube.com)



### Marketing Research Education Foundation (MREF)

BOOTH 206

MREF is a high profile, industry-wide initiative that involves researchers from every level of the marketing research industry across the globe. The foundation will use financial and human resources to provide the tools necessary to give children and youth access to a quality education. MREF funds projects that promise to improve education worldwide and seek to unite researchers from around the world to help, whether through teaching, building a school, installing computer libraries or simply reading to children. With these efforts, MREF hopes to transform the lives of children through education.

[mrgivesback.org](http://mrgivesback.org)



### Marketing Systems Group

BOOTH 304

Marketing Systems Group provides innovative products and services to the marketing and sensory research fields. GENESYS includes random-digit dialing and listed

household samples. Capabilities include business sampling, online/Web sampling, address-based sampling, cell phone sampling and screening. PRO-T-SO is a predictive dialer specifically designed for the survey research environment. U-Dial is dialing software that mitigates the TCPA violation risk of interviewing cellular phone numbers. ARCS® is an automated feedback and panel management platform for recruitment, scheduling, data collection and custom reporting.

[www.m-s-g.com](http://www.m-s-g.com)



Maru/Blue

KIOSK V

Maru/Blue began disrupting the market community industry in 2000. Our market communities broke new ground, adding depth and richness to clients' understanding of what motivates their customers and shapes their markets. Now, as part of the Maru Group, we continue to provide reliable global data connections for agencies, brands and market research firms. Springboard America and Maru Voice Canada, established more than a decade ago, are a testament to our commitment and depth of engagement. More recently we developed the Maru Voice Canada Business and Springboard America Business Forum, both excellent sources for business-to-business research.

[www.marubluenet](http://www.marubluenet)



### Mindfield – Tech Integration and Audience Insights

KIOSK M

Boasting a rich tradition of over 40 years in market research and data collection as McMillion Research, Mindfield Tech Integration and Audience Insights is the high-end, single resource for all of your online and CATI needs. State-of-the-art online solutions that are robust and pleasing to both client and online users are daily deliverables for our team. Coupled with MindField Online, the premier consumer panel, research is done right and in

high-quality with our real-time electronic countermeasures to insure quality data (IQD™). Real-time reporting, dashboards and crosstabs that are presentation-ready are always a few clicks away on all projects. We are the solution you're looking for.

[mindfieldtech.com](http://mindfieldtech.com)



Mindlab

BOOTH 311

At Mindlab, we go beyond what people say to determine how they really feel on an implicit/subconscious level. Using our online consumer research tools we can quantitatively test people around the globe quickly and cost-effectively. We have a unique set of tools to understand how people really feel on a gut level. Our decisions are heavily influenced by factors outside of our conscious awareness. If you want to understand the real drivers of consumer behavior you need to go beyond what people say. Our approach is fast, quantitative, truly innovative and proven to work.

[themindlab.co.uk](http://themindlab.co.uk)



MIS Group Intl.

BOOTH 406

MIS Group helps agencies uncover excellent insights through flexible and innovative fieldwork solutions. From online survey scripting/hosting and panel administration to viewing facility hiring and recruitment, our clients love working with our dedicated and knowledgeable team. Since 2001, MIS Group has become renowned for flexible turnaround and pricing structures, all while maintaining the quality of our survey scripting and panel of over 660,000 consumers in the U.K. and France. Join us at our stand to discover our unique Instant Insight solution for your quantitative project needs, alongside a taste of our lavishly modern viewing studios for your qualitative research!

[en.misgroup.io](http://en.misgroup.io)



Murray Hill National

BOOTH 626

Established in 2013, Murray Hill National has tremendous experience in qualitative and quantitative marketing data collection and analysis. In short, we provide answers to your pressing business questions and issues through our proprietary consumer, B2B and medical databases and talented in-house market research team. Our project and field management team work out of our 40-station call center located in Dallas that operates seven days a week and two shifts. We have a beautiful state-of-the-art market research center in Dallas and partner in 40+ U.S. locations including Atlanta, Chicago, Boston, Cincinnati, Miami, Denver, New York, New Jersey and Los Angeles.

[www.murrayhillnational.com](http://www.murrayhillnational.com)



Netquest

BOOTH 513

Netquest is the number one provider of opinion and digital behavior data in the market research sector in Latin America, Spain and Portugal. We count on more than 10 years of experience in creating representative panels of the population, being the only company in the region to be certified with the ISO 26362 standard, specific for online access panels. Thanks to our cross-device technology, we are the only company capable of offering integrated information about the consumer. Besides our two offices in the U.S., we also have the support of our international team EMAP, based in Barcelona but with coverage across Europe, Middle East, Asia and Pacific.

[www.netquest.com](http://www.netquest.com)



Neuro-Insight UK LTD

BOOTH 307

Neuro-Insight is one of the world's leading neuromarketing firms. Our patented Steady-

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shine

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[neuro-insight.com](http://neuro-insight.com)



BOOTH 111

At Norstat, we use well-grounded research methods to collect reliable data about any desired topic or target group. This information helps you to make the right decisions and become better in what you do. We don't confine ourselves to a specific method of data collection – we do whatever works best: scientifically proven, fair to the respondents and sustainable for the industry.

[norstatgroup.com](http://norstatgroup.com)



BOOTH 107

OfficeReports provides analytical reporting add-ins for Microsoft Office that automate data visualization in Excel and PowerPoint. The OfficeReports Analytics menu in Excel imports raw data from SPSS, Excel and Triple-S and creates crosstabs with all the basic statistics you need. Directly in Excel. Updatable with new or other data. OfficeReports Link is a menu in PowerPoint that links the contents, fonts and background colors from Excel ranges to native PowerPoint tables, charts and shapes. Presenting your survey data as infographics in reports has never been easier!

[www.officereports.com](http://www.officereports.com)



One Global Solutions LTD

BOOTH 504

One Global is a U.K.-headquartered language services provider specializing in the market research sector. Our services include translation, localization, transcription and interpreting via a global network of specialist market research linguists, enabling us to offer round-the-clock support to our clients. Our dedicated project managers are able to tailor our services to the individual needs of our clients, providing consistency, flexibility, customized workflows and cost efficiencies along the way.

[www.one-global.com](http://www.one-global.com)



Opinions Ltd.

BOOTH 308

It's not just data. It's the people behind it. Your U.S.-based strategic research partner providing consistent protocols, accurate, timely and quality research services and insights. Our team of trusted professionals will support you across a wide range of methodologies and company-owned facilities. Our hands-on approach ensures the people who participate in your study are present, thoughtful and helpful. Our team builds connections every day that create long-term partnerships and that's what makes the difference. Study design to analysis or just fieldwork/data collection. Your one-call partner for all research needs in the U.S. Contact us today! [bids@opinionltd.com](mailto:bids@opinionltd.com)

[www.opinionltd.com](http://www.opinionltd.com)



P2Sample

BOOTH 608

P2Sample's active member panel consists of 50+ million members worldwide. As one of the most sophisticated technology-driven sample providers in the industry, our strong aptitude for programmatic solutions allows

us to fulfill your project needs efficiently and on budget. Unlike most companies, we don't just deliver sample, we understand sample. We know what respondents want or don't want, like and dislike, how they behave and what motivates them. We utilize proprietary sampling technology and provide sample in hard-to-get areas, including strong male, Hispanic/ethnic targets, Millennials/teens and multinational audiences.

[try.p2sample.com](http://try.p2sample.com)



Panelbase

BOOTH 209

Panelbase is one of the U.K.'s most respected research panels and specializes in providing online sample, scripting and tabulation and concept testing services to research agencies, marketing agencies, PR agencies and other panels.

[www.drg.global/divisions/panelbase](http://www.drg.global/divisions/panelbase)



BOOTH 625

As a result of its recent acquisition of Nielsen's TV Brand Effect (TVBE), Phoenix Marketing International is now one of the largest ad and brand research firms in the U.S. Phoenix MI helps clients improve their brand and communications, create and refine their products and services that they deliver and optimize the customer experience driven by those commitments. The needs of our clients direct what we do. We are technology and methodology agnostic. We recommend to our clients only those activities that will enable them to achieve their business goals. At Phoenix, Research is Reborn every day.

[phoenixmi.com](http://phoenixmi.com)



Pollfish  
Pollfish

KIOSK G

Pollfish is an international market research provider offering access to the largest distributed audience of real consumer respondents in the world. Using a modern sampling methodology called organic sampling that merges mobile delivery, artificial intelligence and a massive audience network, Pollfish is able to narrowly target highly specific audience segments within their consumer network of over 550 million global respondents, spanning 160 countries and 24 languages, with lower fraud and faster completion times than competitive survey solutions. Pollfish data has powered stories in almost every major news source in the U.S., including The New York Times, Washington Post, Fox News and Inc.

[www.pollfish.com](http://www.pollfish.com)



PopResearch

BOOTH 612

Pop is a fully automated research platform designed to save time, money and deliver more useful results. By placing control of the research in the hands of the product, brand and ad development teams, Pop allows researchers and marketers to conduct concept testing, copy testing, brand and advertising tracking and custom research projects to your specs in 1/10th of the time and at 1/10th of the cost.

[www.popresearch.com](http://www.popresearch.com)



ProdegeMR

BOOTH 300

ProdegeMR has reinvented the market research process by taking a respondent-first approach. Our diversified recruitment methods and world-class consumer engagement model comprised of over 50 million registered members fosters member retention and

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with seriously better quality.

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[www.p2sample.com/automation](http://www.p2sample.com/automation)

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and reducing fraud by another 66%.

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[www.p2sample.com/panel-sample](http://www.p2sample.com/panel-sample)

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See our total panel count and the  
90 day active count for any country.

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[www.p2sample.com/interactive-panel-counts](http://www.p2sample.com/interactive-panel-counts)



ongoing participation. This extends many benefits to our clients, allowing for delivery of recontact surveys, longitudinal studies, in-home use texts and ongoing research programs.

[www.prodege.com](http://www.prodege.com)

**prodege**

**Prodege**

BOOTH 313

Prodege is a technology-powered market research and branding consultancy committed to advancing how the world uncovers human truths. Through our proprietary survey software, Meta4 Insight®, we rejuvenate traditional quantitative research with deep-seated System 1 (behavioral economics) insights. We work with leading global brands across industries to uncover decisive insights that propel brands to unparalleled success.

[www.prodege.com](http://www.prodege.com)



**Q&Q Research Insights/  
QQRI**

BOOTH 615

Q&Q Research Insights is committed to being a premium provider of market research services and a national leader with quantitative and qualitative DNA and client-oriented solutions. Our corporate identity is characterized by identification and enthusiasm for what we do. This is what unites us and our staff around the nation: We are market researchers by passion. We are there for you and your projects, anywhere in India – that is what you can rely on. We will find the right solution for your research needs with regards to methods and content and use innovative and out-of-the-box solutions, techniques and technologies. Thus, we provide you with valid results and marketable findings – in this you can trust.

[qqri.com](http://qqri.com)



**Quench Technology Ltd**

BOOTH 413

At Quench Technology Ltd, we have been encoding deep tech and research domain

expertise into powerful yet easy-to-use solutions for over 20 years. Our clients gain insights at the speed of their business so they can delight their customers, build a strong brand and control the key drivers of future growth. Speak to us if you want to apply agile and automated insights processes to keep up with ever-changing business needs and shorten research processes through automation without compromising on proven research methodologies.

[www.quenchtec.com](http://www.quenchtec.com)



**Quest Mindshare**

BOOTH 412

Established in 2003, Quest Mindshare has one of the most extensive and flexible groups of online panel assets in the industry. With a solution for almost every B2B and consumer need, Quest is global, with its greatest strengths in North America and Europe. Let us know what your hard-to-find audience is and we will either offer support through our diverse panel assets or recommend ways to get it done. With hundreds of studies running through operations daily, Quest's primary goal is to continue to be a trusted source of quality and your reliable data collection partner.

[www.questmindshare.com](http://www.questmindshare.com)



**Quirk's Marketing  
Research Media**

BOOTH 627

Quirk's looks like a magazine and reads like a magazine. But it is much more. It is a place where the best, brightest and boldest in marketing research – clients and agencies alike – can exchange their best thinking. Everything we cover is designed to promote the use, value and understanding of marketing research and lead you to innovative insights. Quirk's is written for – and read by – a global community of leaders in corporate marketing research departments. But the magazine is just the beginning. Quirk's also produces live events; Webinars; e-newsletters; iPad,

Android and Kindle Fire app; a LinkedIn Group; and the most visited and most comprehensive industry Web site. Free access at: [www.quirks.com](http://www.quirks.com).

[www.quirks.com](http://www.quirks.com)

**Rakuten Insight**

**Rakuten Insight**

BOOTH 110

Rakuten Insight is the leader in online market research data collection across Asia. Our proprietary online panels currently cover 12 key Asian markets: Japan, China, Korea, India, Taiwan, Thailand, Hong Kong, Singapore, Malaysia, Indonesia, the Philippines and Vietnam. Since 1997, we are one of the first companies in Asia to offer various target types for online research, such as consumers, IT decision makers, B2B, finance, automotive, kids and teens, media, patients, physicians, travelers and many others. Using a consistent network of local offline partners, apart from online we can collect data in all of Asia via mixed methodologies, such as CATI, CAPI or CLT (central location testing) or we can directly conduct offline fieldwork – F2F, mall intercept, door-to-door, etc.

[insight.rakuten.com](http://insight.rakuten.com)



**Reckner Associates Inc.**

BOOTH 511

With more than 25 years of experience, Reckner is a trusted fieldwork and facility partner for your United States research. Our companies provide state-of-the-art testing facilities and reliable, verified health care fieldwork: Reckner Facilities provides sensory and product testing facilities located near New York City, Philadelphia and the Midwest. And with our network of validated partners across the United States, we successfully manage data collection anywhere in the nation, not just top-tier markets. With hundreds of clients and thousands of projects, we have substantial in-country expertise and have access to more than 20 markets in the U.S. We are knowledgeable in all methodologies and can provide guidance on executing

your study successfully. Reckner Healthcare provides global health care fieldwork for health care and pharmaceutical research. An industry leader, Reckner maintains its own proprietary panel of physicians, health care professionals, hospital administrators, payers, decision makers and opinion leaders. Built exclusively for survey research, our health care panel delivers national representation and specialty distribution proportionate to U.S. universe. We also provide custom-built specialty panels and global capabilities via our strategic partners network.

[www.facebook.com/reckner-corporate](http://www.facebook.com/reckner-corporate)



**Research & Results**

BOOTH 622

The annual Research & Results show in Munich, Germany, is the leading international trade show for market research. Admission is free for industry visitors. The two-day show offers an exhibition and more than 130 workshops and presentations. Research & Results publish leading market research media in print, online and mobile: Research & Results magazine (including international issue and special publication data analytics), StudioGuide (viewing facilities), Web site and weekly newsletter. [https://www.youtube.com/channel/UCbQgdcdbp-YEC3KueO1IzyAg?view\\_as=subscriber](https://www.youtube.com/channel/UCbQgdcdbp-YEC3KueO1IzyAg?view_as=subscriber)

[www.research-results.com](http://www.research-results.com)



**Research America**

BOOTH 203

Research America is a nimble, value-based full-service and field market research firm providing organizations with consumer insights needed to enhance products and services for their customer base. With 300 researchers, 14 offices and one team, we provide quantitative and qualitative services to research and end-user companies around the world. We are experts in coding, analytics, surveying, data collection and recruiting.

[www.researchamericainc.com](http://www.researchamericainc.com)

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Research Now SSI

BOOTH 400

Research Now SSI is the world's leading global provider of first-party consumer and professional data based on extensive, proprietary market research panels. Around this core asset of opted-in, managed data, the company has built innovative data services and solutions that bring the voice of the individual to the entire marketing spectrum, from research to marketing to advertising. Research Now SSI serves more than 5,800 market research agencies, media and advertising agencies, consulting and investment firms and health care and corporate customers in the Americas, Europe and Asia-Pacific. For more information about our range of data-driven offerings, go to [www.researchnow.com](http://www.researchnow.com).

[www.researchnow.com](http://www.researchnow.com)



Respondi

BOOTH 510

Respondi is your partner for digital data collection. Latest technology and international online panels alter your knowledge about markets and target groups.

[www.respondi.com](http://www.respondi.com)



RONIN International

BOOTH 409

RONIN International is a leading data collection agency, conducting global online and telephone (CATI) research in 30 languages from our London research center. A pioneer in health care professional panels, global B2B and customer satisfaction studies, with over 20 years of experience delivering complex multi-country projects. RONIN continues to receive excellent client feedback for data quality and proactive project management in B2B, IT, customer satisfaction, stakeholder and health care professional studies. Services

from questionnaire scripting and translation through to final data delivery.

[www.ronin.com](http://www.ronin.com)



Rosetta Studio

KIOSK F

Rosetta Studio software automates the process of creating market research reports from tabular data. What makes it unique is that it can be used for both ad hoc and repetitive work. Our tagging language has enabled companies to cut thousands of hours from their reporting processes. Our new scripting option allows you to slash operational costs even further and improve quality on all of your projects. Rosetta Studio is constantly being enhanced and our support team can solve even the hardest of automation challenges. Now is the time to see for yourself what Rosetta Studio can do for you!

[www.rosetta-intl.com](http://www.rosetta-intl.com)



RP Translate

BOOTH 611

Since 1997, RP Translate has been working to raise the quality of global insight through innovative translation services. Today, our uniquely expert team partners with you to build language service packages tailored to your global research needs, however complex or simple. Whether you work in consumer, health care/med/pharma, B2B or public sector research, simply drop us a line below for a bespoke quote or to discuss your translation needs.

[www.rptranslate.com](http://www.rptranslate.com)



Sample Solutions

KIOSK P

Sample Solutions BV is the premier global provider of phone sample for survey research. We provide accurate and detailed telephone sample at the best price-to-quality ratio possible. This philosophy has led to more and more clients from the global research industry finding their way to

Sample Solutions for their CATI sampling needs. Our services cover RDD sample, B2B sample, consumer sample, data services (validation and enrichment) and geocoding services, which we currently provide for more than 150 clients worldwide.

[sample.solutions](http://sample.solutions)



SCHLESINGER GROUP

Schlesinger Group

BOOTH 106

Schlesinger Group delivers outstanding recruitment and project management services for any qualitative or quantitative study and offers a broad range of innovative research methods to best meet your objectives. With offices strategically located across key markets in the U.S. and Europe, our global project management experts help you take the pulse of markets worldwide. Our uncompromising commitment to your success sets us apart.

[www.schlesingergroup.com/en](http://www.schlesingergroup.com/en)



SellCheck

KIOSK R

SellCheck is a marketer-to-marketer tool that pre-qualifies shopper communication by using a combination of behavioral science and marketing expertise. Results in 48 hours, evaluations provide clear direction to improve creative to drive sales as well as a go-/no-go-to-market recommendation. Over 700 brands, such as Procter & Gamble, Mondelez and Walgreens, enjoy the benefits of pre-qualifying their work before they go to market with SellCheck and have seen an average of over 30 percent sales increase versus original ads.

[www.sellcheck.com](http://www.sellcheck.com)



SG Analytics Pvt. Ltd.

BOOTH 620

SG Analytics offers combined research and analytics services. We leverage vast experience across knowledge processing disciplines, including investment research, market research and analytics, along

with innovative technologies to deliver high-end solutions to our global clients.

[www.sganalytics.com](http://www.sganalytics.com)



SIS International

BOOTH 302

SIS International Research is a leading full-service market research and strategy research company, providing consumer, B2B, industrial, automotive and health care research. We conduct qualitative fieldwork, quantitative data collection, recruiting, multi-country research, market opportunity and entry research, strategy research, innovation and competitive analysis. Our global B2B and industrial research capabilities are extensive. Our coverage is nationwide U.S. and global, with key regional offices in New York, London, Paris and Shanghai. Our focus group and testing facility in Manhattan, NYC, is centrally-located and cost-efficient. SIS also provides focus group and testing facilities around the world.

[www.sisinternational.com](http://www.sisinternational.com)



SKIM

BOOTH 410

SKIM is a global insights agency helping leading companies thrive by understanding decision-making. To stay ahead today, it's critical to know how decisions are made and how the changing environment influences decisions for consumers, health care and B2B professionals. We combine decision-behavior know-how with analytical rigor, a thorough understanding of marketing challenges and innovative research techniques. The result? Practical recommendations you can use to propel your business forward, online and offline.

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**Stratigir**

KIOSK S

We unlock consumer truth to drive sustainable growth throughout the path-to-purchase. We do market research because we're passionate about exploring the reasons why people behave the way they do across different cultures and markets. Consider us a sparring partner, matching our curiosity and expertise to your business environment. Proactive and pragmatic, we work hand-in-hand with all our clients to unlock the consumer truth and identify actionable opportunities. Over the years we've shaped our tools and methodologies, integrating leading-edge research technologies that get you closer to consumer truth. Our research approach puts you in the driving seat to actively shape key dimensions of the product experience and consumer decision-making process.

[www.stratigir.com](http://www.stratigir.com)

**Toluna**

BOOTH 407

A pioneer in the dynamic world of marketing research, data collection, reporting and visualization, Toluna brings together people and brands in the world's largest social voting community. As a leading all-in-one global source for actionable insights, we help market researchers, insights professionals and companies anywhere in the world make clearer and better business decisions that drive better business results.

[www.toluna-group.com](http://www.toluna-group.com)

**Trusted Talent**

KIOSK O

Introducing a new market research recruiting hub. Finding the right talent has become more difficult for recruiters and more frustrating for talent. Industry expertise is crucial and technology can help, so we are announcing our new talent hub to make it easier for talent to find positions in our industry

and for recruiters to find the most qualified candidates. The marketplace will give control to talent looking for positions and reduce the cost to hiring companies. Visit [TrustedTalentMR.com](http://TrustedTalentMR.com) to get started.

[www.trustedtalentmr.com](http://www.trustedtalentmr.com)



**Unified Incentives**

KIOSK A

Unified Incentives was founded in 2012, with offices in Sydney and Taipei, Taiwan. Our flagship service GiftPay was initially developed as a solution to simplify the redemption process for rewards programs. As GiftPay enjoyed rapid growth, the range of services was expanded in response to industry feedback and client requests. Today, Unified Incentives has hundreds of clients in a wide range of industries, serving a variety of client needs including rewards redemption, sales promotions, employee rewards and recognition and much more.

[www.unifiedincentives.com](http://www.unifiedincentives.com)



**Vocal Views Ltd**

BOOTH 613

Vocal Views Ltd is a London-based qualitative solutions agency. We offer research services to a diverse range of clients around the world, helping them make better decisions. We combine straightforward methodologies with innovative platforms that streamline traditional market research processes for greater efficiency. Whether projects need to be fielded in the U.K., the rest of Europe, the U.S. or Asia, Vocal Views Ltd is a reliable and suited partner for all multi-country research needs. Passionate about the way people live and think, we are proud to be dedicated to giving consumers a voice.

[vocalviews.com](http://vocalviews.com)



**Voxco**

BOOTH 619

Voxco is a global leader in survey software. It provides survey organizations and insights departments with a powerful and flexible survey platform that includes options to collect and process respondent data any time and any place. By device-responsive online surveys, over-the-phone interviews (CATI, IVR and dialers) or face-to-face mobile offline surveys – any method can be used individually or as part of multimode projects. Founded over 25 years ago, Voxco provides products and services to hundreds of customers in over 30 countries. The company has sales and support offices in Canada, USA, France, U.K., Germany and Australia.

[www.voxco.com](http://www.voxco.com)



**Voxpopme**

BOOTH 502

Voxpopme is the world's No.1 video insight platform, with an impressive global client list of brands and agencies. We help businesses and brands see the people behind the data to drive real customer-centric decision-making. Our unique technology lets clients capture customer videos at-speed, analyze at-scale and share with ease. With Voxpopme, every data point used to make decisions can be backed up by the real human story.

[site.voxpopme.com](http://site.voxpopme.com)



**WATERMELON**

**Watermelon Research Ltd.**

BOOTH 610

Watermelon, one of the fastest-growing research companies in the last five years, combines technology and consultancy to offer a variety of research solutions. We connect hundreds of global clients with their customers using dynamic platforms and surveys to help them create smarter, customer-centric businesses. Our key

offerings include: customer experience programs; large-scale multimode studies and trackers, both in the U.K. and internationally; a full range of survey metrics and methodologies; bespoke real-time dashboards; insight analysis, including text analytics; a consultancy approach – on-board training and program development, qualitative recruitment, an in-house transcription team and more.

[www.watermelonresearch.com](http://www.watermelonresearch.com)



**Women in Research (WiRe)**

REGISTRATION HALL

Women in Research (WiRe) was founded in 2007 as an informal networking group, designed to introduce women to female colleagues in the Los Angeles research community. Today, we're a global nonprofit with events that are hosted quarterly in cities around the globe. WiRe events facilitate networking, leadership, entrepreneurship and other career development goals. Our goal is to develop and accelerate what we want more of – more women as CEOs or in senior management positions, more women starting their own research firms, more women choosing research as a career path, more knowledge around how to get to that next level of your career, be it a raise, promotion or entrepreneurial venture. Register for our events and get more details at [www.womeninresearch.org](http://www.womeninresearch.org)

[www.womeninresearch.org](http://www.womeninresearch.org)

**YouthSight**

**YouthSight**

BOOTH 604

Young people represent your organization's future, make sure you're not stuck in the past. YouthSight is a specialist, award-winning research agency and proud owners of the U.K.'s largest youth research panel. We help scores of brands, advertising agencies and over 90 of the U.K.'s top universities win over Millennials and Gen Z.

[www.youthsight.com](http://www.youthsight.com)

*Predict  
The Future*



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## GET TO KNOW THE QUIRK'S TEAM

The Quirk's Event is run by a family-owned-and-operated business that has been dedicated to serving the marketing research industry since 1986. It is our mission to be the marketing research information source for those who conduct, coordinate and purchase research products and services – and what better way to do this than through an industry event!

The dedicated team that provides your go-to MR resources throughout the year is the same team that works the event floor. We create the best event experience possible by employing expert event managers, a tech-savvy attendee liaison, professional journalists and a dedicated sales staff.



**MEET QUIRK'S**



### Steve Quirk

President and Publisher

Steve began his full-time career at Quirk's in 1994. As president, Steve oversees Quirk's staff and all daily operations and ensures that Quirk's is offering its audience the best marketing research content possible.



### Dan Quirk

Vice President of Marketing and Product Development

Dan began his career at Quirk's in 1993. His focus is on developing future strategies and engaging with industry end clients. At The Quirk's Event, he rings the chimes.



### Kari Rice

Event Manager

Kari has been The Quirk's Event manager since its founding in 2015. She is responsible for the overall execution of the event. Kari has over 10 years of experience managing events and is a Certified Meeting Professional (CMP).



### Katie Kulp

Speaker Liaison

Katie joined The Quirk's Event team in 2017. This year she will be overseeing all event speakers and presentation rooms, ensuring it is a rewarding experience for them. Katie has organized and managed over 400 events in her career.



### Ralene Miller

Audience Development and Tech Guru

Ralene joined Quirk's as the directory editor in 2014. In addition to managing Quirk's audience, she has provided expert technical support at The Quirk's Event since its launch in 2015.



### Tina Mincks

Senior Registration Manager

Tina has been with The Quirk's Event since its inception. She is responsible for the entire registration process, from software setup to registration customer support and on-site execution.



## Rachel Carpino

Registration Manager

Rachel is the newest member of The Quirk's Event team. She heads up the registration team, ensuring attendees have a smooth and friendly experience.



## Joe Rydholm

Editor

Joe has been editor of *Quirk's Marketing Research Review* Magazine since 1988. He coordinates with industry experts to produce articles and Quirk's Event sessions that are timely, practical and useful.



## Stewart Tippler

Head of European Sales

Stewart joined Quirk's in January 2018 after serving as the event manager of the Insight Show. In his role with Quirk's, Stewart leads the company's European market outreach.



## Evan Tweed

Vice President of Sales

Evan began his career at Quirk's in 1990. As VP of sales, he works with clients to optimize their presence in Quirk's print publications, e-newsletters, Web site, The Quirk's Events and more.



## Ilana Benusa

Account Executive

Ilana is an account representative who works with her clients to ensure they get maximum visibility within the Quirk's brands. She joined Quirk's in 2014.

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## Lance Streff

Account Executive

Lance joined Quirk's in 2007 as a sales representative, selling advertisement space for the print publications, e-newsletters, Quirk's Web site and The Quirk's Events.



## Emily Koenig Hapka

Digital Content Editor

Emily joined Quirk's as the digital content editor in 2014. In addition to running Quirk's e-newsletters and blogs, she develops and maintains Quirk's social media presence.

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## 10 minutes with...

**Silvana Amparbeng**

*Global Market Intelligence – Research Manager, Worldpay, London*



*“I feel the Delphi method is often undervalued by the corporate research community.”*

**You’ve worked and studied in Italy, Spain, France and the U.K. How do these experiences impact your current role at Worldpay?**

I am responsible for the European division of the group. Having lived in the key markets of my division allows me to understand the competitive dynamics and market conditions in a deeper way, giving me an edge when interpreting research results and providing recommendations.

**Of the market segments you have researched, is there one that is harder to get a handle on than others?**

I have to say that I’ve enjoyed researching both the health care and financial services sectors and feel quite lucky in that sense. These two sectors are very relatable and research within these fields has always enriched me at a personal level, not only professionally.

**What methodology or technique do you use on a regular basis that you feel is currently undervalued by the MR community?**

I feel the Delphi method is often undervalued by the corporate research community. When working agency-side, we would often use this method to inform our forecasts and put research results into perspective. It is indeed a costly research method and I understand that most corporate researchers simply don’t have budget for this. However, it is definitely worth investing in the method, especially when working on strategic plans for the business.

**Can you offer a few tips for marketing researchers finding it difficult to effectively leverage big data on a budget?**

As mentioned previously, budgets heavily influence the research road map – and exploiting the full potential of big data comes at a cost. In the financial services industry in particular, legacy technology and software make it even more difficult to analyze large amounts of data. In most cases the data itself is hosted in separate platforms that are unable to communicate to each other to match different pieces of the same information, therefore reducing the value of the analysis. A tip to make sense of these data lakes without breaking the bank - literally - is to make use of internal technology teams and hire the best talent. Also, many professional organizations offer training in data science and for many researchers an investment in such programs will make them stand out from the crowd as an incredible asset for their organization.

Silvana Amparbeng will be sharing a case study presentation at The Quirk’s Event in London titled, “How to Build a Market Intelligence Organization that Matters: A Case Study.”

Read the full interview at [www.quirks.com/articles/2019/20190122.aspx](http://www.quirks.com/articles/2019/20190122.aspx).

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