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VIEWS



THE CANARY IN THE 2016 POLITICAL COAL MINE!

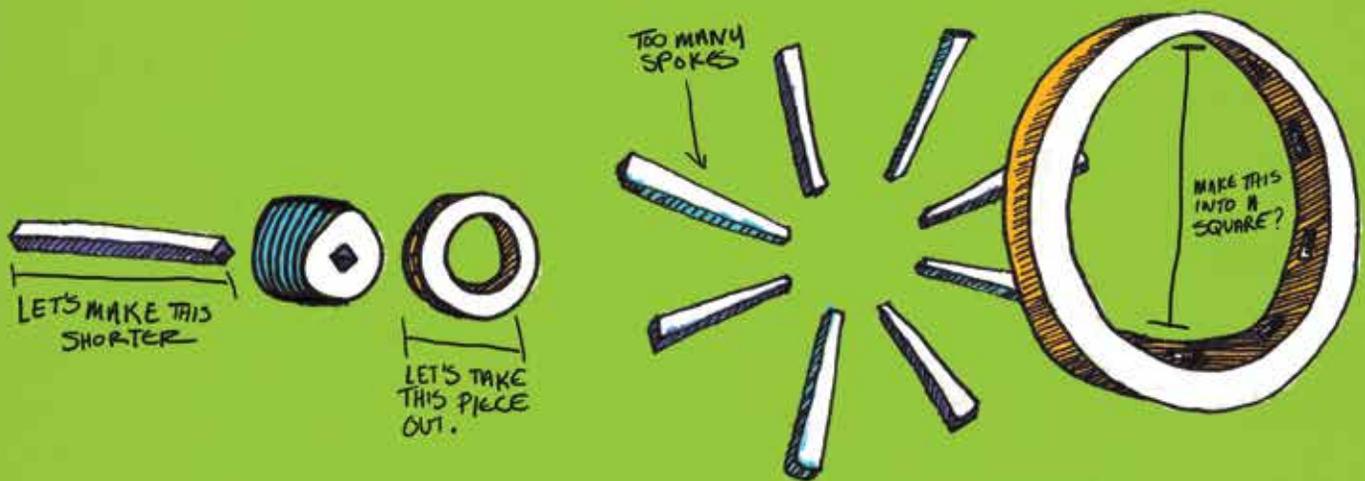
Why Politics Should Rely on Qualitative Research

ONLINE QUAL:
Using a Global
Blitz Community to
Eliminate Borders
and Increase
Connectivity

GLOBAL:
China: Big Changes
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12

Using a Global Blitz Community to Eliminate Borders and Increase Connectivity

ONLINE QUAL: In-the-moment research on a global scale is now easy, quick and relatively inexpensive. Two Blitz Community case studies showcase how.

16

China: Big Changes in a Big Country

GLOBAL: China is changing with amazing rapidity and variability. Catch up on what's happening in China and the implications for marketers and qualitative research there.

22

Growing Your Business on a Budget — Yes, You Can!

BUSINESS MATTERS: Growing your business on a budget is about *purposeful* spending. Learn specific steps for growing your business on any budget by paying attention to four key areas: marketing, technology, systems and spending patterns.

48

The Canary in the 2016 Political Coal Mine! Why Politics Should Rely on Qualitative Research

SCHOOLS OF THOUGHT: In the 2016 U.S. presidential election, a lot of what political strategists and consultants had assumed was turned on its head. Read how qualitative research foresaw the forces at work that shaped the election's outcome.

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26 A CONVERSATION WITH AL RIES ON POSITIONING BRANDS IN THE 21ST CENTURY

LUMINARIES: Al Ries and Jack Trout wrote *Positioning: the Battle for Your Mind* and invented the whole idea of product and brand positioning. In this interview, Al shares his thoughts on how positioning has evolved since he and Jack first introduced their ideas to the world.

28 BY THE TIME I GET TO TEMPE

TRAVEL WISE: The QRCA Annual Conference is coming to Tempe, Arizona, in January 2018. A native Arizonan shares some of her favorite local restaurants, activities, and outdoor venues, with a guarantee you'll want to come back for more!

32 ARE YOU INSTA-COOL ENOUGH FOR MILLENNIALS? RECLAIMING THE ATTENTION OF A DISTRACTED GENERATION

TOOLBOX: To ensure that we get the best real and unfiltered responses from the elusive species called millennials, we need to get into their world of virtual reality and understand their needs and emotions. Raji Bonala talks about how social media can help researchers get in-depth responses from millennials.

37 PAUSE FOR PROTECTION: OVERCOMING ROADBLOCKS TO SUCCESSFULLY HANDLING RESPONDENT PRIVACY

TOOLBOX: It's easy to think that because you are a small company you don't have to worry much about data security. But that is not the case anymore. Here are strategies and steps you can take to help avoid a data privacy violation.

42 2050: THE WORLD OF GENERATION ALPHA

TRENDS: Children born in the U.S. since 2014 are some of the first members of the Alpha Generation. By 2050, this small-but-mighty group will be approaching middle age, working to support a much larger aging population. What will life be like for a typical GenA?

40 CHECK OUT OUR NEWEST PODCAST

Michael Carlon interviews fellow QRCA about Tales from the Road

53 FOUR NEW BOOK REVIEWS

BOOK REVIEW: *How Emotions Are Made: The Secret Life of The Brain* is a must-read book that will forever change how you think of the human brain and how emotions evolve.

BOOK REVIEW: *Predicting the Turn* presents an interesting insight to how technology and digitalization are changing the competitive landscape for blue chip companies and offers four strategies a company can follow in order to stay innovative and competitive.

BOOK REVIEW: *Home for HENRYs: Meet the New Customers Home Décor Marketers Are Searching for: High-Earners-Not-Rich-Yet* offers a look at a target that has spending power and a strong desire for brands that connect and say something about them.

BOOK REVIEW: *The Net and The Butterfly: The Art and Practice of Breakthrough Thinking* references recent neuroscience discoveries to outline ways to induce breakthrough thinking.

8 FROM THE EDITOR-IN-CHIEF

10 FROM THE PRESIDENT

11 INDEX OF ADVERTISERS



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One of Our Best Issues Yet

Did you know you can read *QRCA VIEWS* online? It's been available for quite a while, but some readers still may not know about this convenient option. Just go to the association's website, QRCA.org, and you will see a button for *QRCA VIEWS* as well as a button for News & Publications, which also links to *VIEWS* online. You then will land on a dedicated page for *QRCA VIEWS* with summaries of current articles, a "flip book" of the current issue, and an archive of past issues of the magazine dating all the way back to our first issue in Fall 2002. In addition, you can listen to our podcasts. What an incredible resource!

But for now you have the latest print magazine in your hand. Let's take a look at the exciting articles and content in store for you this issue; I think it's one of our best issues yet...

Our cover story this issue is from our Schools of Thought column, in which **Brian Gottlieb** offers fascinating insights into the 2016 U.S. Presidential election and the early signals from qualitative research that could have predicted the election's outcome.

In the Online Qual column, **Janina Weigl** introduces us to a fascinating new methodology, the Global Blitz Community, that can deliver answers to a short list of focused questions from around the world in a very short time.

John Yu takes us on an in-depth look at big changes in China in our Global column. Then in Business Matters, learn how to grow your business on a budget with tips and tricks from **Holly Kile**. We also have an exciting interview in Luminaries with **Al Ries** who, together with Jack Trout, created the concept of brand and product positioning in their breakthrough classic book *Positioning: the Battle for Your Mind*. Read what Ries has to say about positioning today more than a quarter century after that classic book was first published.

What will the world be like in the year 2050? In our Trends column, **Jenifer Dale** explores what the generation being born today — Generation Alpha — will be facing by the time they are middle aged. Hint: it will be a very different world than the one we know today. And in our Travel Wise column, **Wendy Godfrey** takes us on a tour of our destination city for the QRCA Annual Conference coming up in January, beautiful Tempe, Arizona!

We also have two wonderful Toolbox articles for you. **Rebecca West** examines the continuously-evolving issues of respondent privacy and what qualitative researchers should do to protect themselves, clients and respondents. And **Raji Bonala** takes a look at today's "Insta-Cool" millennials, who can be difficult to research and understand without the right approach, such as the author's "Insta-Auto Ethnography."

Book Reviews once more serves up a quartet of smart reviews on great, stimulating books from across the spectrum. **Susan Fader** once again submits a pair of reviews; *How Emotions Are Made* will turn your notion of emotions on its head, with clear implications for qualitative research, and *The Net and the Butterfly: The Art and Practice of Breakthrough Thinking*, which explains how innovations occur in human thinking that suddenly advance our knowledge and move us past barriers to a new understanding of the world. **Robin Falkoff** reviews *Home for HENRYs*, a look at a newly-identified market segment that is highly valuable but poorly understood — until now — the "HENRYs", or High-Earners-Not-Rich-Yet. And then, **Janina Weigl** unravels *Predicting the Turn*, a provocative look at how technology has allowed smaller companies and startups to build a competitive advantage over Blue Chip companies, and how the Blue Chips are fighting back by acting more like startups.

And finally, our latest Podcast is a bit different — this issue, Podcast editor Mike Carlon interviews **QRCA members** to hear their Tales from the Road. Lots of fun stuff to tune in for! 🍌

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Focus Groups, Mac ‘N’ Cheese and Mashed Potatoes

What do mashed potatoes, mac ‘n’ cheese and focus groups have in common? They all are grounded in the basics that meet the needs of their advocates but must constantly keep changing to hold onto those loyal advocates and to attract new ones.

Mashed potatoes and mac ‘n’ cheese have been updated and reinvented. While you can still get the traditional versions, you’ll now find mashed potatoes served in martini glasses with intriguing toppings like truffles and caviar, and you may find lobster in your mac ‘n’ cheese. The fact is that the way these dishes look, how you eat them and where they are served might have changed, but their core ingredients have not. Just as the core elements — and value — of focus groups have not changed.

Over the years, as new methodologies have come along, we have seen people predicting the demise of focus groups, but the core values of focus groups continue to make them relevant today and into the future. Here are four key reasons why:

1. See me, feel me. Words alone do not fully convey emotions and attitudes. It’s not only words but also body language and how enthusiastically people convey and defend their ideas to others that give us true insights into their point of view and strength of conviction.

2. Look me in the eye and try to lie. An insightful QRC has the ability to sense how people feel and to use the cues they receive from respondents to draw out deeply rooted emotional drivers. A focus group setting facilitates this process as both the moderator and respondents offer mutual support while discussing virtually any topic.

3. Tell me how you really feel. A skilled moderator takes advantage of dissent in a group and, when appropriate, will encourage it to allow participants the latitude to voluntarily defend their points of view. In so doing, their innermost thoughts and feelings are brought to the surface, along with how they defend their choices to themselves and others.

4. There is a needle in that haystack. Focus groups are not about averages or bell curves. One idea expressed by one respondent in one group can spark a robust discussion that leads to insights beyond the expected. At the same time, focus groups also allow participants to easily interact with each other in a personal way to help flesh out an idea, clarify points and fill in the gaps through sharing of their own stories and experiences.

As focus group moderators, we continuously need to keep upping our game. We need to counter potential client fatigue by refreshing our approach, integrating current technologies and looking to unique configurations and venues. But regardless of the added techniques and twists, the core value of focus groups remains the same. 🐛

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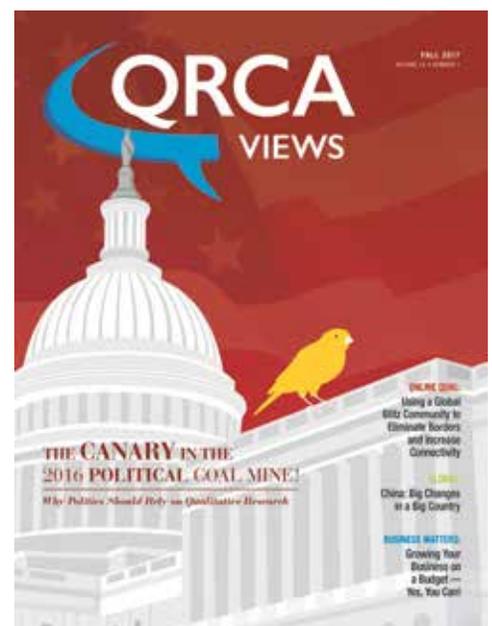
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USING A GLOBAL BLITZ COMMUNITY

TO ELIMINATE BORDERS &
INCREASE CONNECTIVITY



What do Pokémon Go and the Women's March have in common? And what do these have to do with qualitative market research?

The Pokémon Go phenomenon as well as the Women's March in January 2017 are both topics and events that rapidly spread across the globe, demonstrating today's world connectivity. Within a few days of its launch, Pokémon Go was played by millions across the world and was widely discussed in the media. The Women's March started on a local level and spread to global interaction through the use of social media. Because Pokémon Go and the March resonated with millions of people around the globe, crossing boundaries of ethnicity, language, and time zone, they were excellent case studies to demonstrate how a Blitz Community could deliver global qualitative insights in as little as 48 hours.

In 2016, Think Global Qualitative, a team of international researchers, conducted the first Blitz Community on the topic of Pokémon Go. In early 2017, another study was conducted around the Women's March to proof and refine the Blitz Community concept.

The Study Set-up

The purpose of a Blitz Community is to develop a qualitative global snapshot of one specific, up-to-date topic. The method has four key characteristics. First, it explores current topics of interest to a broad range of people across the world. Second, the community is launched worldwide to gain global insight. Third, the questions are kept short to get a fast turnaround — even in as little as 48 hours. And last, insights from the study can be used as the basis for a deeper discussion

or follow-up study. A Blitz Community is useful for projects that require quick insights on a global scale.

We selected a hybrid approach to make use of the advantages connectivity provides and the engagement people have with Internet and their mobile phones. Think Global used Focusgroupit as a platform. Focusgroupit allows people to participate in the community across all devices using their Internet browsers, eliminating the need to download a specialized app for these short-lived communities and fast-turnaround studies.

Blitz Communities are best suited for projects with minimal participation criteria. For the Pokémon Go study, the criteria was as simple as, "If you play Pokémon Go, we would like to hear your opinion!" For the Women's March, researchers wanted to gain an understanding of the different viewpoints, so it didn't matter whether someone participated or just read about it in the news.

Online recruiting allowed the researchers to efficiently reach people from every continent. Recruiting was conducted through personal social media and networks and by encouraging participants to recruit their friends. In Blitz Communities, a few dozen participants from multiple countries participated. Although these case studies utilized social media, Blitz Community recruiting could also be conducted through client contacts or customer base and forums.

Rather than asking participants a lengthy list of questions, Blitz

We are becoming increasingly digital, and the borders between reality and augmented reality will become blurry.

Communities utilize just a few short questions that encourage participants to stay engaged with the core topic and interact with each other. In both cases, we used three main questions. After responding to a question, participants could see the next question. Once they answered a question, participants could see what other respondents wrote and respond to that. The Blitz Community discussion guide is kept tightly focused, anticipating that follow-up research would be conducted if more in-depth information is required.

During these studies, continuous moderation was possible through the multilingual team of researchers. With Pokémon Go, for example, more than 60 participants from Australia, India, South Africa, Germany, United Kingdom, France, Mexico, Brazil, Canada and the United States participated. In order to allow participants to engage in discussion with people from different countries, the researchers' questions were in English, encouraging the overall discussion to be conducted in English as the common language. Participants also had the option to respond in their native language if they preferred. These comments were later translated by the participating moderators.

Interest in both topics was quite high. The researchers offered only a small Amazon gift certificate in a few countries to increase participation in the Pokémon Go study. For the Women's March, no incentive was provided and yet participation was still high.

Results

Fast-turnaround Blitz Communities can generate insights into what individuals around the globe are thinking. Participants from around the world agreed that Pokémon Go was a new and completely innovative use of one's surroundings and open space for interactive gaming. In-game micro transactions ("freemium" approach) was also a novel concept to many. The research also revealed how young people in countries where Pokémon Go launched at a later stage felt disadvantaged or even excluded from the hype. A person from Brazil said, "It is frustrating that again Brazil is one of the last countries to be launched." Participants said this augmented reality game brought the age of digitization to a new level. As one participant said, "We are becoming increasingly digital, and the borders between reality and augmented reality will become blurry."

The Women's March Blitz Community focused on demographics and on the three questions to gauge the long-term impact of the March: What? So what? Now what? Within a short time, more than 100 participants from five continents participated in the discussion. While the majority were female (76%), there were also male participants engaging intensively in the discussion.

Susan Abbott, senior research consultant and founding member of Think Global Qualitative, used the comments and information discussed in the Blitz Community to identify eight key take-aways: 1) The March inspired pride for

both marchers and non-marching supporters. 2) The message of the March was loosely defined, but centered on human rights. 3) Although enthused, participants were skeptical about the impact the March would have on political leaders. 4) The March helped develop a sense of community for those who previously felt isolated in their views, providing a source of optimism about the future. 5) Some participants felt that the March was a misplaced effort, launched by women who should be happy with their situation. 6) The March has already acted as a catalyst for further action for some. 7) The March highlighted the many divisions that exist among women and among progressives. 8) The March showed that an event that begins at a small local level can have a profound global impact.

Conclusion

The Women's March and Pokémon Go studies demonstrate how Blitz Communities are an effective and efficient first-wave research tool to provide quick feedback on a concept or to test ideas of high interest to a wide target audience. By making use of growing connectivity and involving the smartphone as a medium, it has become easier than ever to take down borders and conduct in-the-moment research on a global level. We can compare sentiments across countries and encourage participants to interact and discuss with each other on the spot. And we can do it all within just a couple of days! 🏹

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CHINA: BIG CHANGES IN A BIG COUNTRY

Anyone who has visited China or conducted qualitative research in China in the past and returns today will notice the tremendous and rapid changes that are taking place. For those of us who live and work in Shanghai, we can barely believe that Shanghai today is the same city from just a few decades ago. This growth has important implications for marketers and those conducting qualitative research in China and globally.

How Is China Changing?

Urbanization is happening fast as people move from the countryside into the cities seeking job opportunities. Not counting Hong Kong or Taiwan, the population of China is approaching 1.4 billion people. In 1982, 20.6% of China's population lived in cities; by 2016, that percentage had doubled to 41.2%. In fact, there are over 300 Chinese cities with millions of people each, including 13 Chinese cities with more than 10 million residents apiece. More than 23 million people live in Shanghai alone.



FIGURE 1

GDP (Gross Domestic Product) vs. PCDI (Per Capita Disposable Income) in Different Chinese Cities

	Shanghai	Zaozhuang	Guangyuan
Rank in Population	#1	#100	#250
GDP per city (in billions of USD)	\$390	\$30.4	\$8.7
GDP per capita (USD)	\$16,000	\$8,000	\$3,600
Per Capita Disposable Income (USD)	\$7,800	\$2,900	\$2,300

The international warning line is 0.4, and the Gini coefficient in developing countries is between 0.24 and 0.36. See the comparisons in Figure 1 of Shanghai vs. Zaozhuang and Guangyuan to appreciate how purchasing power varies so greatly in three of China’s cities.

However, the industry structure may also vary deeply between different cities. For example, Shanghai and Hangzhou, which have similar per capita disposable income, are quite different in what generates that income — Shanghai is dominated by the financial industry while Hangzhou depends on tourism and information technology.

How Are Chinese Lifestyles Evolving?

China is a multinational country consisting of 56 nationalities, so naturally there are different cultures across its land. Even among the most dominant ethnic group, the Han, which nearly 95% of the Chinese population identifies with, there exist different cultural customs. For example, residents in Guangzhou have the habit of drinking morning tea, while those in Chengdu prefer peppery food.

Large companies and their rapid expansion have impacted behavioral habits. Consider Starbucks — from its first entry into the Chinese mainland in 1999, it now comprises 2,566 stores. Starbucks has gradually enabled Chinese consumers to favor the alien coffee to the point that it seems that more young people prefer Starbucks over traditional Chinese tea.

The gross domestic product (GDP) of the Chinese people has risen tremendously during the past 30 years, from \$53 in 1986 (in U.S. dollars) to \$10,000 in 2016. Nevertheless, the GDP and the per capita disposable income (PCDI) vary greatly from city to city. China’s overall Gini coefficient (a statistical measure representing the income or wealth distribution of a nation’s residents, with higher numbers meaning more income inequality) in 2016 was 0.47 but swings widely from one city to another within China.

Thanks to Internet expansion, large Internet companies founded by Chinese were birthed and expanded massively. As shown in Figure 2, these companies are quite huge in size and can be considered the Chinese counterparts of Facebook/ Ebay/Snap in market capitalization.

FIGURE 2

Market Capitalization (in USD) — May 2017

USA	Facebook	\$440 billion
	Ebay	\$375 billion
	Snap	\$254 billion
	Twitter	\$129 billion
China	Tencent	\$290 billion
	Alibaba	\$266 billion
	Baidu	\$60 billion
	DiDi (unlisted)	\$50 billion

With the popularization of the Internet in the past 10 years, and especially the wild expansion of mobile Internet in the past five years, by December 2016, netizens in China had reached 731 million of the 1.4 billion population, while Chinese mobile netizens had reached 695 million.

While it is impossible to generalize anything about China or the Chinese as a whole, here is a vignette of a typical day of a young man in Shanghai:

In the morning, John enjoyed his breakfast booked from his mobile phone the night before. Then he scanned his Mobike app and drove one of their sharing bikes to his company. He ordered a Starbucks coffee with a take-out app. At noon, John went out for

In 1982, 20.6% of China's population lived in cities; by 2016, that percentage had doubled to 41.2%. In fact, there are over 300 Chinese cities with millions of people each, including 13 Chinese cities with more than 10 million people each. More than 23 million people live in Shanghai alone.

lunch with his colleagues using a discount from the Diapping.com app at payment. Back at work in the afternoon, he received a delivery requiring a ¥12 fee (about \$1.75 USD) which he paid with his Alipay app. At night, John bought movie tickets using his mobile phone and enjoyed the film with his girlfriend. Then John went home with the help of the DiDi taxi app. All day long, John never used cash and had no need to show his credit card.

As John's story suggests, Chinese investment has accelerated lifestyle changes in recent years. Some industries experienced a slow development cycle, but others were boosted by venture capital and private equity. Consider the taxi app DiDi, for example. It was founded in 2012 and since then has grown exponentially and has attracted billions of U.S. dollars in investment from Apple, Tencent, Alibaba, and others. Last year DiDi acquired Uber China and set new records with over 11 million private-car rides per day.

DiDi's most amazing promotional campaign required passengers to spend a minimum of ¥14 but then were provided a subsidy of ¥15. This meant that passengers could actually earn ¥1 in credit by taking a taxi! Chinese urban residents enthusiastically accepted the taxi app and mobile phone payment in an extremely short time, forcing Uber to retreat from China in the process.

While venture capital and private equity investments in China are still a

small fraction of what occur in the U.S., the absolute dollars are significant and growing, with over \$25 billion USD invested in China just in the first quarter of 2017.

What about Healthcare and Pharmaceuticals in China?

There are nearly 30,000 hospitals in China, of which approximately 5% are third-tier hospitals, which are the largest hospitals representing state-of-the-art medical technology and the most skilled doctors in China. Approximately one third (or 10,000) are second-tier hospitals, which are the district- and county-centered hospitals that provide the most common medical therapies for residents.

It is worth noting that, in different regions, the doctor's medical capacity is very different depending on the level of the hospital. For example, doctors in the largest hospitals in Beijing and Shanghai follow the latest international medical guidelines comparable to American physicians. In mid-sized cities, doctors have only limited access to best-practice therapies. In rural western China, where people are the poorest, many advanced pharmaceuticals are not accessible at all.

China is now the second-largest pharmaceutical market around the world, only behind the U.S. market, according to IMS Health. In 2015, China's total pharmaceutical market was worth \$112 billion USD, doubling since 2010 and representing a compound annual growth rate (CAGR) of 14%. This growth rate is

expected to decrease significantly during the next five years due to restraints imposed by government health reform. These include pressure on pharmaceutical companies to reduce drug prices; if the prices are not considered reasonable enough, such drugs will be listed as self-pay, which decreases access. In addition, China is imposing stricter provisions on medications, especially antibiotics, to avoid the excessive prescriptions that can lead to drug-resistant bacteria.

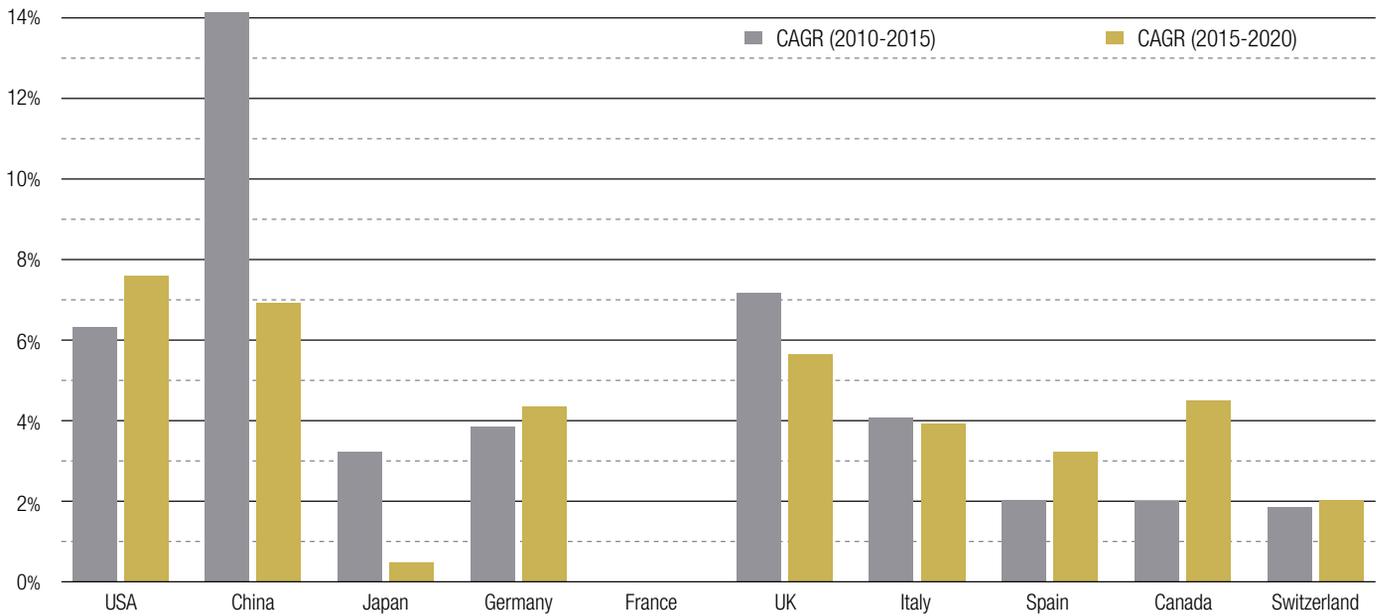
Even so, as seen in Figure 3, China will still hold a relatively high growth rate among the top 10 pharmaceutical markets during this period, projected to reach \$157 billion USD in market size in 2020.

Unlike Western countries, China has not yet built a primary healthcare network of general practitioners or primary care physicians. Patients are used to getting treatment from medical specialists according to their apparent symptoms. As a result, patients are likely to see doctors in a variety of different medical departments, increasing the complexity for pharmaceutical companies to identify their marketing strategies.

Reimbursement policies differ across hundreds of cities in China and are determined by the necessity of the medication and the affordability of the insurance funds. Even important hemophilia medications such as the recombinant factor VIII will be reimbursed differently from one province to the next. While the ongoing health reform and the new Healthy China 2030 plan promise to substantially increase the affordability of citizens' medical ser-

FIGURE 3

Compound Annual Growth Rate (CAGR) of Top 10 Global Pharmaceutical Markets



VICES, health insurance policies are changing. For example, the reimbursement policies for certain premium medicines in Shanghai improved by the end of 2016, which helped increase affordability for patients significantly.

Hundreds of cities in China are experiencing similar changes to a greater or lesser degree. Varying reimbursement policies impact the doctor-patient relationship since doctors need to consider other factors beyond the therapeutic when prescribing, including whether or not the medicine is reimbursable, how high the degree of reimbursement is, if any, and how patients will perceive the doctor’s motive if prescribing high-priced medicines.

What Does this Mean for Marketers and Qualitative Researchers?

It is no longer possible to regard Chinese consumers through a static lens. Perhaps in China, what never changes is change itself, and rapid change indeed. As a qualitative

researcher in China, not only do you need to focus on the research objectives themselves, you also need to be up to date with ongoing marketplace changes and their implications. Only by considering the research goal in context, and by thinking about the business environment for decision-making from the perspective of your clients, can you provide valuable qualitative insights about current or potential Chinese customers.

Traditionally, an excellent qualitative researcher becomes familiar with respondents’ views and behaviors. Nowadays, he or she has to obtain even more background information in order to identify the context of respondents. This is especially crucial in healthcare categories and when recruiting physicians. New healthcare reform policies and provisions are being released by both central and local governments every day in China. Complete preparation is necessary before drafting recruiting guidelines or conducting

individual interviews or focus group discussions. For example, it is important to elicit answers to such questions as:

- Is this doctor treating patients differently from other physicians?
- Does this hospital have a certain reputation or expertise in a specific area?
- Does a physician’s overseas work experience influence him or her to prescribe X more often than other doctors?
- Would doctors in a certain city be more influenced by Company A since Company A promotes and invests a lot in this city?

During research implementation, I suggest that researchers elicit key information by such benchmarking, even challenging respondents when conflicting information emerges. In China, a big country in the midst of big change, context is everything. ↪

It is no longer possible to regard Chinese consumers through a static lens.

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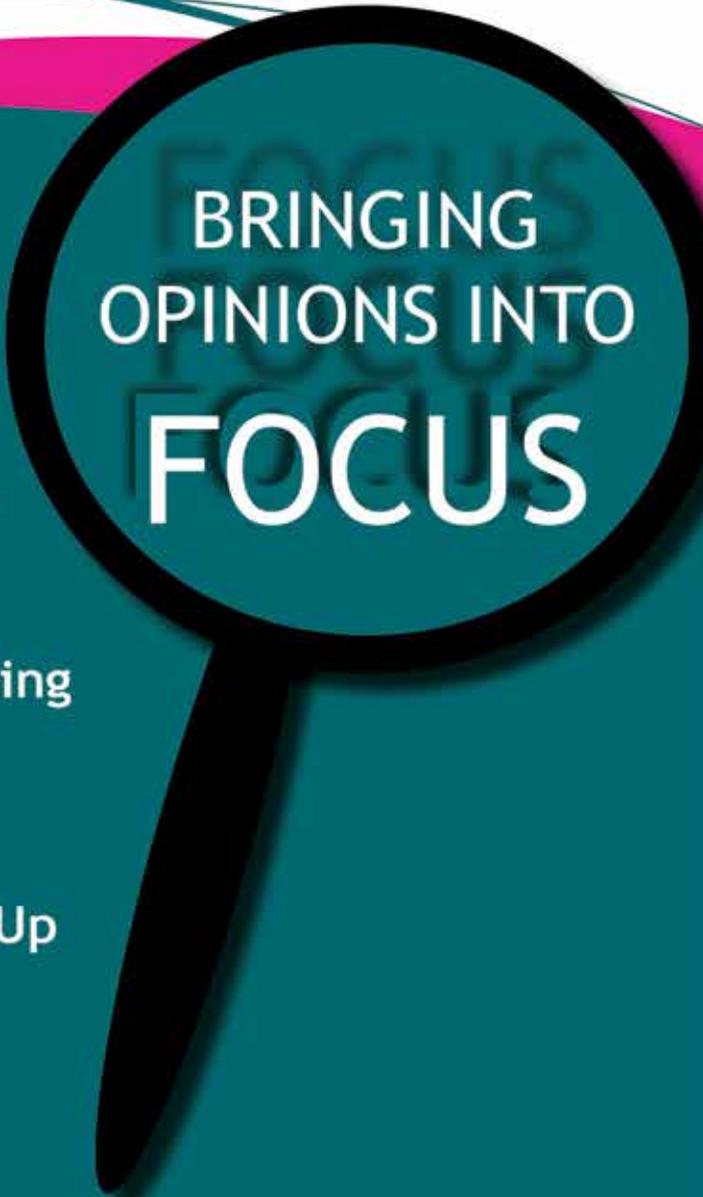
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Leading the Conversation in Qualitative

A large, stylized magnifying glass with a black handle and a teal circular lens is positioned on the right side of the page. The lens is focused on the text 'BRINGING OPINIONS INTO FOCUS'. The word 'FOCUS' is significantly larger and bolder than the other words. The background of the lens area is a darker teal color.

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GROWING YOUR BUSINESS ON A BUDGET —

YES, YOU CAN!

We all have heard the adage, “To make money, you have to spend money.” I like to augment that statement by saying, “To make money, you have to *purposefully* spend money.” You can grow your business on a budget by focusing on four key areas: marketing, technology, systems, and spending patterns. Here, I’ll provide some practical tips and guidelines for how to do that in a way that will deliver growth to your business’s bottom line.

Area 1: Marketing

Just because you are a small business (and may or may not be making much money), don’t make the mistake of thinking that you can’t afford to spend money on marketing. Every business needs some sort of marketing budget, no matter its level of revenue. To grow your business, you must market yourself. The question becomes: “How do you most purposefully market yourself?”



By Holly Kile

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Marketing Tip 1: Look for Opportunities to Be Visible

Don't get stuck in the trap of needing to have everything perfect before you get yourself out there. Rather, relish and enjoy the practice of iteration when it comes to your marketing materials or your elevator pitch.

Your best bet is to invest in your marketing materials in small batches then refine them as you go along. More doors will open for you the more you get yourself out there!

To make money, you have to *purposefully* spend money.

Also, seek out opportunities for networking. Check your local chamber of commerce calendar for upcoming events as well as events sponsored by organizations that your potential clients would attend. Attend those events as a general attendee with the intent to make the rounds — both among other attendees and those working the exhibition booths. From both, you'll be able to zero in on future potential clients as well as strategic alliances.

Marketing Tip 2: Create Your Own PR

Another often-missed marketing opportunity that doesn't cost a lot of money, yet will allow you to grow, is creating your own PR. You should be writing a press release anytime you have a big project, new partnership, new services, events and new hires. If you are new to writing a press release, you can download one of many templates available online. Once your press release is written, send it to local news outlets, submit it online to a resource like prlog.org, post it as an update on your company blog, and send it out to your email subscriber list. By sharing updates this way, you communicate that your business is active and thriving.

Marketing Tip 3: Don't Forget to Market to Current and Past Clients

Remember that it's much easier and less expensive to market to those who already know, like, and trust you. Go back to clients you've already worked with and let them know about a new idea you have for them, a new service that you're providing that you think they might be interested in, or just offer to meet with them to discuss their current goals so that you can see how you might support them in achieving those goals. In

my company, we regularly send out small coffee shop gift cards with a note "The next cup's on us," inviting them to enjoy their next cup of coffee over a video chat with us so that we can catch up casually.

Area 2: Technology

Technology is another area that can get out of control, especially for a growing business. As you grow, you discover your need to make things run more smoothly and efficiently. We often turn to technology to help us achieve that goal. Unfortunately, our search often leads us to expensive options. Let's review some guidelines that will help you to not break the bank.

Technology Tip 1: Focus on the Right Product for the Right Job

You likely network with other people in your field, and chances are they will offer up an opinion on a software or application they are using. However, this technology may or may not be the right fit for you. While cost is one thing to consider, identifying right-fit technology goes much deeper than budget. When you are looking at technology, you need to make sure that it is the best product for your particular needs. Take time for the necessary comparisons. Many programs will offer lots of bells and whistles you don't need. I recommend you take advantage of any trial period offered to get a feel for the technology before you invest.

Technology Tip 2: Remember the Difference between Value and Cost

Start by making a list of your "must have" features. Remember to think about your needs now. You can consider your long-term needs as well from the perspective of the cost to switch to this program later. Once you have your list of

Track every dime you spend and look those numbers directly in the eye.

“must haves” you can compare options, and remember: there is a big difference between value and cost. If a piece of technology will save you a ton of time to get the job done then that is a cost benefit you can't ignore. That product literally is extending and expanding your time, your most valuable asset for growing your business.

Technology Tip 3: Leverage Each Program Fully

You'll also need to factor in the time that it will take to set up your new technology so that it runs most effectively. One of the worst things you can do is to set up a new application with the bare minimum in hopes of “getting to that later.” Hope is never a good strategy. If you're going to spend the money, take the time to set it up completely so you can leverage the full benefit right away.

Area 3: Systems

You leverage technology most optimally when you have systems in place. Systems are simply standardized ways to get things done. Systems represent an area that you can leverage to help you grow your business with less negative impact on the bottom line.

Having a system that allows you to do

a task over and over in the same way is the best (and cheapest) way to run your operation, realizing both time and cost efficiencies. In my business, one of the greatest systems I put in place was a client onboarding system. Each new client we bring on goes through the exact same process. And, for my team, this process is automated by simply applying a “new customer” tag to this individual in our CRM system. Nobody on our team has to think about what needs to be done next. We gain the obvious benefit of time savings through this automated process, but our clients are also often super impressed with how smoothly their engagement with our team begins. I encourage you to look at all the repeatable processes that are possible in your operation. Maybe it's not client onboarding but client follow up? Or new prospecting strategies?

Systems Tip 1: Track Your Spending Meticulously

One system to consider is how you track your spending. You might laugh at people who carry around receipt envelopes or who religiously balance their bank account and stick to a budget, but those are the people who are growing. If you don't know where your money is

going, then it's very difficult to make a plan for where it can go.

Track every dime you spend and look those numbers directly in the eye. Sometimes we have to admit that we spent money on something that was frivolous. If you don't pay attention, you could be costing yourself a lot more money than necessary. Get in the habit of tracking your money and reviewing it on a regular (preferably monthly) basis. Get an app (I like Expensify) to track your expenses. It's free to use and can save you a ton of money in the long run.

Systems Tip 2: Outsource

Another system that often seems counterintuitive to growth is outsourcing. Take some time and look at what you're doing every day. Are you spending your time on the work that will grow the business, or are you stuck in the weeds? Review every step of the work being done and look at what you can delegate to someone else. Yes, you are making an investment to hire help, but trust me — even someone part-time can be a huge relief. When you free up time currently being sucked away on administrative tasks, you make more time to take on appointments with potential clients or to engage in other activities that support

3

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you in increasing your visibility, such as networking or speaking. After all, you are the face of your company. People buy *you*. To do that, they need to spend time with you.

Systems Tip 3: Review Your Pricing with a Growth Mindset

One final thought about systems — look at your pricing. As you grow, it’s helpful to review your pricing. Many entrepreneurs are guilty of underpricing themselves. Review your current pricing model and see where you can make increases. Even a small increase can have a dramatic and positive impact on your bank account. Conversely, you may find that you have prices that are too high. Do the research and find out what is typical in your industry. Don’t just ask your friends who are also solopreneurs or small shops. Look at all the comparable businesses that you consider successful. What can you learn from them and model for yourself?

Area 4: Spending Patterns

The final area of your business that can offer insight on how to improve your bottom line is a review of your spending habits. Bonus — often these insights provide access to quick extra cash when you need it!

Spending Tip 1: Cut the Junk Expenses

Growing your business does come down to a conversation about cash. How you handle the money in your business can make or break you. To grow, be mindful of the money. Cut the junk expenses. I used to buy cute pens, but I had to come to terms with the fact that a plain black ballpoint pen was a better use of company dollars. I take it even

further and make a point to pick up free pens and sticky notes at conferences I attend so I can cut that expense from the budget altogether!

Spending Tip 2: Know Your Numbers

Turning to credit is tempting when you don’t have much capital. But, you want to avoid credit when you can and do your best to grow within your means. To do this successfully, you have to know your numbers. Know exactly what you need to make to survive and what you need to make to further invest in your business growth. Then, set goals for yourself to get there. If you operate on a cash basis, then you’ll have no debt hanging over your head, which means you’ll be able to more easily operate your business from an abundance mindset.

Spending Tip 3: Save on Monthly Subscriptions

Another area you can trim could be your monthly subscription plans. Many of these plans offer discounts if you pay for an entire year in advance. I do this regularly and save myself thousands of dollars a year, which I then reinvest in new technology, training or new team members. This is a huge part of my growth strategy, and it works.

Final thoughts

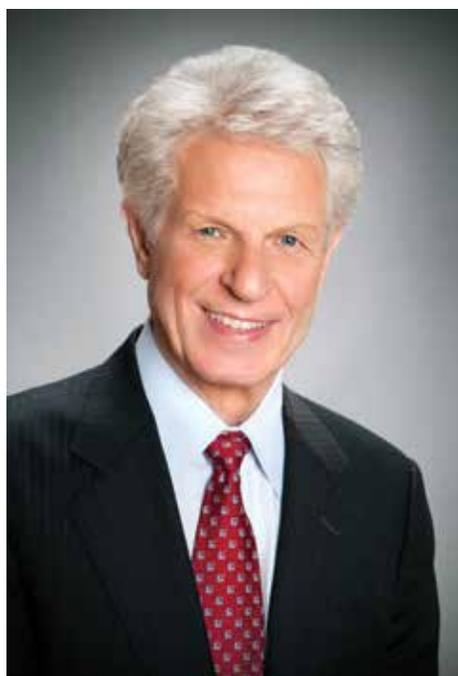
As you seek to grow your business, be diligent, conscientious, and purposeful with your spending. You need to plan your business growth so that it’s steady and sustainable and plan for the lean times (as there will always be lean times). Learn the cycles that happen among your clientele and in the industry. Be prepared. When you purposefully spend, you’ll have no problem growing your business! ↩

Are you spending your time on the work that will grow the business, or are you stuck in the weeds?



A Conversation with Al Ries on Positioning Brands in the 21st Century

By Kay Corry Aubrey ■ Usability Resources Inc. ■ Bedford, MA ■ kay@usabilityresources.net



Positioning: the Battle for Your Mind, which is considered one of the best marketing books of all time. Their ideas are as fresh and relevant today as they were nearly 60 years ago. In recent years, Al has worked with his daughter Laura to develop positioning and branding for major global corporations such as Disney, Microsoft, and Frito Lay through their company Ries & Ries.

In this interview, Al Ries shares his thoughts on how positioning has evolved since he and Jack first introduced their ideas to the world.

Kay: *What is capturing your imagination in this age with regards to positioning in our tech-saturated, distracted culture?*

Al: What captures my imagination are the revolutionary changes the digital world is making possible. And those revolutionary changes are going to be substantially greater among basic products and services than they are among high-tech products.

Uber and Airbnb are two examples. Uber is destroying the conventional taxi industry and Airbnb is undermining the hotel business. And Amazon has caused serious problems among department stores and other retail outlets. This is just the beginning. Every major industry faces severe challenges as consumers switch

from shopping by foot to shopping by fingers. What most businesses fail to realize is that the Internet is a category. And a brand that tries to occupy a position in two different categories is bound to fail.

IBM dominated the mainframe computer category but was a major failure in the personal computer category. Kodak dominated the film-photography category but was a major failure in the digital-photography category. Yet almost every physical retail chain assumes that its brand can become both a retail success and an Internet success. Those are two different categories and they would require two different brands.

Kay: *In spite of living in a digital world, have you noticed changes in the way market researchers position brands since you and Jack Trout published *Positioning: The Battle for your Mind* in 1981?*

Al: Not particularly. But that's not a complaint against market researchers. Most marketing people talk about "owning a position" in the mind. But they tend to try to do so by using out-of-date techniques. Before positioning, most marketing people considered advertising to be communications. They studied the product, its features and its competitors and then decided on a strategy that could be communicated via media. That's not what

A banana is a banana, but somehow a banana with the Chiquita sticker on it tastes so much better. Consumers go to Walmart expecting "everyday low prices" and to Target for "mass with class," though both stores sell similar merchandise. These are enduring examples of effective positioning, where a brand's identity is built around a single simple differentiating trait that gives it a unique place in the consumer's mind.

Al Ries and Jack Trout are credited with creating the notion of positioning. Together they wrote classics such as *The 22 Immutable Laws of Branding* and



positioning is all about. To position a product in the mind, you first study the minds of the prospects and try to find an “open hole.” Then you launch a marketing program to try to fill that open hole with your brand name.

BMW became the largest-selling luxury-vehicle brand in the world by filling the “driving” position in the mind, using the slogan “The ultimate driving machine.” Subaru is the fastest-growing automobile brand in the American market because it filled an open hole called “four-wheel drive.” Tesla is worth \$53 billion on the stock market because it filled an open hole called “electric vehicle”...while the Ford Motor Company is worth only \$47 billion. Here’s the interesting point — almost every automobile manufacturer in the world has introduced an electric vehicle, but not in the consumer’s mind. They didn’t get into minds because they used their existing brand names. That created an opportunity for Tesla to get into prospects’ minds.

Kay: *There’s a real art to doing this right. Is there one particular product or service that you feel has brilliant positioning? Why does that one stand out?*

AI: Chobani, the first Greek yogurt in the mind. Chobani was introduced by a Turkish immigrant with no experience in the yogurt market. Today, Chobani is the leading yogurt brand with a 38% market share. But Chobani was not the first Greek yogurt in the marketplace. Fage, the authentic Greek yogurt — and the leading yogurt in Greece — was first in the marketplace. But Fage promoted the taste and the quality of its yogurt. Nine years after Fage was introduced, Chobani entered the American market and filled the hole in the mind called “Greek yogurt.”

Kay: *And Fage tastes so much better than Chobani. How did Chobani win such a powerful position in the yogurt market?*

AI: Chobani was competitor-oriented, not customer-oriented. Fage was customer-oriented, so they didn’t focus on Greek yogurt because customers never heard about the idea. But customers were interested in taste, nutrition, and other issues. So that’s what Fage focused on. They were customer-oriented.

Chobani was competitor-oriented. They asked themselves, How can we be different than any other yogurt brand on the market? Not necessarily in reality, but

in the minds of prospects. The only real difference was “Greek yogurt,” the positioning idea that made the owner of Chobani a billionaire. Forget about trying to be “better.” The only thing that really works in marketing is being “different.” So study the minds of the brand’s prospects and ask yourself, How can our brand be different than every other brand in the mind? In the mind. Not necessarily in the marketplace.

Kay: *What advice would you give to a young qualitative researcher fresh out of school who wants to specialize in positioning? What skills should they develop to be really good at their work?*

AI: The researcher should study some basic principles about human minds:

1. Once a mind is made up, it can seldom be changed. A company can have a better product and still not be successful if some other brand got into the mind first.
2. Credibility is the biggest issue in marketing. When a company tries to talk about the superiority of its product or service, the prospect doesn’t necessarily believe the message. Companies have no credibility to make those claims.
3. The better product wins in the marketplace. That’s not true, of course, but that’s what prospects believe. So if your product is the leader, you should say so in your marketing. That will convince prospects that you have the better product.

There are many other principles, of course, but these are particularly useful in developing positioning programs.

Kay: *It’s been wonderful hearing your ideas on how positioning brands has matured over the years—thank you so much for sharing your thoughts with our VIEWS readers. 🐣*



By Wendy Godfrey

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BY THE
TIME I
GET TO...

Tempe!

It will be beautiful! In January 2018, the QRCA Annual Conference will be held in sunny Tempe, Arizona, home of Arizona State University, one of the most innovative universities in America. The following is your guide to local knowledge of transportation, restaurants, attractions, and night life to enhance your stay. So from the airport to the zoo, let's get started!



Gorgeous red stone formations jut upwards from the high desert floor creating a vivid and mesmerizing setting that changes hourly with the sunlight.

What's the Skinny on Tempe?

Tempe features endless entertainment and recreational options before and after sunset. From the spectacular desert landscape surrounding Tempe Town Lake to the city's countless options for hiking, biking, dining, and sightseeing, there are a million and one destinations waiting to be discovered.

Is it Necessary to Rent a Car at the Airport for My Stay?

The short answer is no, or probably not. Both Uber and Lyft can be accessed from Sky Harbor Airport for pick-ups and returns. In addition, the Metro light rail system connects Sky Harbor Airport with downtown Tempe, central Phoenix, and west Mesa. Tempe is home to two Metro light rail stations (at 3rd St. and Mill Ave. and at 5th St. and College Ave.). These are the gateways to the Mill Avenue District, Tempe Town Lake, and ASU. So unless you have the time for daytrips before or after the conference, let someone else do the driving.

Where Can I Go if I Wake up Early?

You're in luck! Walking, hiking, and biking trails abound as soon as you leave your hotel room. Tempe Beach Park,

South Mountain Park, Papago Park, and more are all just minutes away. Or, swim in the outdoor (heated) pool before breakfast. Yep, in Tempe, you can swim outdoors in January!

Too early for fitness? Grab a coffee, drive to the top of South Mountain, and wait for sunrise. As the sun appears, the light explodes over the entire Valley. Absolutely breathtaking!

Where Should We Go after the Conference Day?

Our conference will feature activities at the end of each day with social functions, dine-arounds, and a gala evening party. But if you're looking for something different, our conference hotel, the Phoenix Marriott Tempe at the Buttes, offers three distinct dining choices: The Top of the Rock and its world-class cuisine with a stunning view to match, the Market Café, and the Thirsty Cactus Pool Bar and Grill. But much of the fun is going off property to discover local favorites, and you will find a wide-ranging selection of great venues.

Grab a drink, have a bite to eat, or dance the night away at any of the popular bars, restaurants, and dance clubs in this college town. Wet your whistle

at Culinary Dropout at The Yard Tempe, Handlebar Tempe, Postino Annex, Rula Bula Irish Pub and Restaurant, or Cornish Pasty Co.'s new Mill Ave. location. Relax on the patio with a glass of wine and a bruschetta plank at La Bocca Urban Pizzeria + Wine Bar or visit the award-winning House of Tricks, a popular local favorite. Sample a local craft beer at Four Peaks Brewing Co., Gordon Biersch Brewery Restaurant, the newly renovated Pedal Haus Brewery, or Blasted Barley Brewery.

If you are looking for a taste of the Old West, look no farther than The Stockyards, Arizona's Original Steakhouse since 1947. The carnivore-focused menu features the finest corn-fed aged steaks and prime rib but also features a "New West Cuisine" to satisfy the hardest-to-please foodies in your group.

Hungry for Mexican food? Macayo's Depot Cantina is located right next to the ASU campus. This local eatery boasts the largest patio in Tempe, a private Caboose patio with private entrances and restrooms, plus "Brunch & Beats" on Saturday and Sunday mornings. Great for a party of



any size, so be sure to invite your QRCA buddies to join you!

For a more sophisticated-yet-casual Latin cuisine experience, head to Old Town Scottsdale and The Mission. This local gem features homemade tortillas and arepas as well as salsas that are made fresh daily. Be sure to order the tableside guacamole, and thank me later!

While in Old Town Scottsdale enjoy art galleries, specialty retail, southwestern cultural attractions, and an extraordinary nightlife. Start at Western Spirit, Scottsdale's Museum of the West, then meander through the many art galleries in Old Town. Take advantage of being able to stroll up and down the streets of this cultural capital even in January or jump on the Trolley or a horse drawn carriage.

What about Golf?

There are hundreds of golf courses in the greater Phoenix area to satisfy your love of the game, but if you are looking for a unique golf experience and have just a few hours and a smaller budget, Top Golf is your answer. This entertainment center takes the driving range experience to another level with point-scoring target games and an extensive food and beverage menu of yummy appetizers and

specialties. You can book reservations by the hour, and you don't even need clubs as golf equipment is included. Top Golf is adjacent to the Talking Stick Resort Casino in Scottsdale.

What Are Some Other Must-see Attractions?

Papago Park: Papago Park is one of the most scenic and easily accessible desert areas in metropolitan Phoenix. It is located in the heart of the city where Tempe, Scottsdale, and Phoenix meet. This vast expanse includes 1,200 acres filled with rolling hills, hiking and biking trails, picnic areas, and lagoons. Among the famed saguaros and other cacti, there are more than 10 miles of hiking trails. Don't miss a quick hike to "Hole in the Rock," a natural geological landmark and a local favorite spot to watch the sunrise or sunset. Access this trail from the north side of the Phoenix Zoo parking lot.

Tempe Town Lake: Take advantage of our beautiful "winter" weather and head to Tempe Town Lake. Enjoy an invigorating walk, run, or bike ride along the paths that encircle the lake. Or, rent a boat, kayak, stand up paddle board, hydro bike, or pedal boat for a leisurely

cruise on this two-mile man-made urban oasis. While at the Lake, tour (or at least pop into the lobby of) the Tempe Center for the Arts — magnificent!

The Desert Botanical Garden: The Garden provides a world-class experience for locals and visitors alike. Through permanent trailside exhibits, temporary art exhibitions and seasonal experiences, the Garden seeks to transform the visitor experience into one of discovery and meaning about the desert and desert plants.

The Musical Instrument Museum: The MIM is one of the top museums in the country and provides a one-of-a-kind experience. Billing itself as the World's Only Global Musical Instrument Museum, MIM displays more than 6,500 instruments collected from around 200 countries and territories. Most displays are enhanced by state-of-the-art audio and video technologies that allow guests to see the instruments, hear their sounds, and observe them being played in their original contexts — performances that are often as spectacular as the instruments themselves. What's more, all guests are invited to play instruments from around the world in the Experience Gallery. They can also see instruments from music icons such

Be sure to order the tableside guacamole, and thank me later!



as John Lennon, Taylor Swift, Elvis Presley, Carlos Santana, and many more in the Artist Gallery.

Butterfly Wonderland — a Rain Forest Experience: Butterfly Wonderland in Scottsdale is one of the best activities for visitors of all ages. It is the largest indoor butterfly pavilion in America. This amazing state-of-the-art facility includes a magnificent glass atrium that provides the ideal tropical rainforest habitat where thousands of butterflies from around the world fly freely, a state-of-the-art theater for viewing the impressive and educational *Flight of the Butterflies* 3D movie, interactive nature exhibits for children, “Rivers of the Amazon,” a gift shop, and a café.

Phoenix Zoo: The Phoenix Zoo is the largest privately-owned non-profit zoo in the United States. It operates on 125 acres of land in the Papago Park area. As a Phoenix point of pride, the Zoo just might be the one of the best ways to complete your visit to Arizona.

What about a Day Trip pre or post Conference?

The area around Tempe is home to many natural wonders, historical sites, and parks offering an abundance of outdoor adventures. At the top of the list — the red rocks of Sedona!

As you approach Sedona from Highway 179, you begin to see the sculpted rock formations that make this place a geological wonderland. The scenery absolutely takes your breath away. Gorgeous red stone formations jut upwards from the high desert floor creating a vivid, mesmerizing setting that changes hourly with the sunlight. When *USA Weekend* compiled its Most Beautiful Places in America list, Sedona claimed the top spot.

But wait, there’s more! Sedona is surrounded by 1.8 million acres of national forest land, providing instant access to recreational activities of all sorts. In addition to the hundreds of trails for hiking, biking, and bouncy jeep tours for outdoor enthusiasts, visitors to this magical place are often struck by Sedona’s vortexes — cyclones of energy that come directly from the

earth that can be felt by those in their presence. These vortexes are represented by the uniquely shaped rock formations believed to emit energy. So don’t leave this beautiful sanctuary before visiting one of the area’s four primary vortexes.

With your newly acquired energy, head to the Tlaquepaque (pronounced Tel-AH-ki-PAH-ki) Arts and Crafts Village. Many travelers highly recommend spending a few hours perusing Tlaquepaque and checking out the local handmade jewelry, food, music and especially the art.

I’m convinced that by the time you’ve experienced Tempe, Phoenix, Scottsdale, and all that Arizona has to offer, you’ll be planning your next visit. Next time, stay for the entire month of January and take in the Waste Management Phoenix Open (“The Greatest Show on Grass”), one of several collector car auctions, The Rock & Roll Marathon, or a musical performance at ASU’s Frank Lloyd Wright-designed Gammage Theater. Or head 2 ½ hours north to Flagstaff for snow-skiing! It is winter, after all! ↪

From the spectacular desert landscape surrounding Tempe Town Lake to the city’s countless options for hiking, biking, dining, and sightseeing, there are a million and one destinations waiting to be discovered.

ARE YOU INSTA-COOL ENOUGH FOR MILLENNIALS?

RECLAIMING THE ATTENTION OF A DISTRACTED GENERATION

Age: 18-30 years. **Address:** Internet. **Profession:** Success Scavenger. **Defining characteristics:** Digital addict. Constantly distracted. Instagram artist. *Game of Thrones* fanatic. Ambitious (brutally so). Loves self. Demands identity and space. Believes in uncensored and unfiltered fun and expression of opinions.

This is the millennial — the special species that the business and research world currently has zoomed in on to try to unravel. Getting their attention is a monumental task as they have too many things to simultaneously focus on. With so much on the “fast track,” conducting research with them can be quite challenging.

Backstory: The Challenges of Working with Millennials

Before we can begin working successfully with millennials, we need to acknowledge the differences in their value system. We clearly understand that

millennials have quite a different value system from the previous generation as a result of globalization and exposure to a different environment while growing up. Some key values of millennials are:

- Self-love, involving a greater investment in self.
- Greater need for space of their own, away from rules and hovering parents.
- Carving out an identity of their own by doing things that bring out their individuality.
- Pursuing creative hobbies that add interesting aspects to their personalities beyond studies and career.

- Fun and spontaneity in life adding joy, thrill, and fulfillment beyond work and studies.
- As ambitious beings, they believe in achieving success quickly.
- Constant reinvention of the self through makeovers, change in clothing, technology used, etc.

Fact File for Challenges

Being constantly connected, online and offline are not different worlds to these millennials. Online is not merely a hobby or a way to take a break, it's also real life to them.



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- Consumption of new forms of media that are digital, and new content that is visual, has led to impatience with everything traditional, including traditional methods of research.
- As Microsoft reports, people now have an attention span of eight seconds due to digitization, which might be even more pronounced among millennials. It leads to distraction that poses barriers for researchers who are relegated to the uncool zone if they fail to establish a rapport in the first few minutes of the discussion.

- A short attention span leads to perfunctory and shallow responses when projective or construction-based techniques are used because millennials seem to drift off even while you are explaining the technique.

This mindset calls for quicker and easier platforms to manifest the millennials' creative and in-depth responses without boring them. Since this generation wants everything to be quick and interesting, researchers need to tap into the millennials' need for "instant gratification."

However, can something that's instant also be rich or insightful? Where will the depth come from? We hope to bring all your queries to an end with this solution.

Learning from Visual Social Media: "Insta-Cool"

All of us know that social media plays a significant role in the lives of millennials. Instagram and other visual social media platforms allow quick and visual micro-blogging, giving them the platform to express what they are passionate about, "show off" the cool things they are up to, and review books, movies, cafes, etc. — all in a few phrases.

What makes these platforms work is that, being visual, they allow millennials to express deeper emotions without actually putting anything into words. Moreover, social media content itself is meaningful to them since it revolves around symbols of pop culture like cinema, shows, brands, and celebrities.

These platforms also facilitate showcasing the millennials' talents and hence their identities (e.g., adventure sports, photography). Most importantly, these platforms are fun and manage to stimulate quickly and effectively.

The Solution: The Insta-Auto Ethnography

To cater to the challenges faced by researchers due to the impatience and distraction of millennials, we put the ingredients of "Insta-Cool" — creativity,

convenience, relevance and stimulation — into a solution to these challenges: the Insta-Auto Ethnography. It's a tool that is self-administered and uses visual social media to get to the deeper motivations of millennials.

Important features of the Insta-Auto Ethnography solution are:

- Conducted on visual social media like Tumblr or Instagram, determined by the geographic location of the research and popularity of the platforms — often before focus groups or IDIs are held.
- Facilitates expression of covert emotions in visual forms by using highly relevant and emotional stimuli like pop-culture symbols married with culturally-relevant archetypal plots.

Pop Culture Stimulus and Archetypal Plots

So what kinds of pop culture stimuli can be used to aid expression? It could be anything that has a plot you can link back to human experiences, feelings, or conflicts, including movies and shows, graphic novels, anime, and fan art.

Also, the kind of pop culture you choose will depend on the target audience and the culture. For instance, Arabs in UAE and the youth in upper social classes in India will be consuming a lot of Western media. But, if you want to use this method with women in the Middle East, maybe Turkish shows or Bollywood will be more relevant. The important thing is that the stimulus has to speak to them.

We took inspiration from journalist and author Christopher Booker. In his book *The Seven Basic Plots*, he asserts that seven plots represent every story since the beginning of storytelling among mankind. Whether they are myths, folklore, religious tales, morality tales, fairy tales or pop culture, whenever we have told stories they have been based on one or a combination of these seven plots:

- **Overcoming the Monster:** A "Hero", who is usually the underdog, learns of a great evil overshadowing the land and sets out to defeat it, thus freeing

the land (e.g. Harry Potter, *The Lion King*, *The Jungle Book*, Jon Snow in *Game of Thrones*).

- **Rags to Riches:** This is about achieving or realizing true potential. The emergence of an ordinary person from obscurity to heights of success, fortune and happiness (e.g. *The Pursuit of Happyness*, *Slumdog Millionaire*, *Aladdin*, *The Princess Diaries*).
- **The Quest** resembles the Hero's journey. Here, the "Hero" sets out on a long, hazardous journey towards the ultimate goal of wholeness and self-realization by battling all obstacles (e.g. *Pirates of the Caribbean*, *Lord of the Rings*, Danaerys in *Game of Thrones*). Often, these stories are also about collective values or companionship — trying to tell you about the journey of a person as defined by bonding with people who are helping him or her along that journey.
- **Voyage and Return** is the Hero's Journey. The central point is the complete shift of the psychological centre in order to reach the goal. However, the return matters here. The Hero enters a magical land where he encounters strange or threatening events and returns home more mature and wiser (e.g. *The Hobbit*, *Life of Pi*, *Alice in Wonderland*, *The Wizard of Oz*).
- **Comedy** is the clarity tale. Comedy doesn't necessarily mean "laugh out loud" funny. It's about confusions leading to a comedic chaos and ultimate clarity (e.g. *Bridget Jones's Diary*, *The Hangover*, *Mr. Bean*).
- **Tragedy** is the flipside of Overcoming the Monster. Here, release comes only with the death or destruction of the main character who is possessed by heartlessness and egocentrism (e.g. *The Great Gatsby*, the later part of *The Wolf of Wall Street*, *The Godfather*, *Lolita*).
- **Rebirth** includes redemption tales, stories about reinvention, renewal, and sometimes creation and creativity. These tend to start with a tragic tone

FIGURE 1

Instructions on Instagram for the Fashion Category

Hi! We would like to understand a bit more about your perspective on the meaning of "looking good" on a particular occasion. We would like you to create a post on Instagram and select a picture from the database that we have provided.

Each post should have the following parts:

- A picture from a movie/TV show (from the database we provided) whose plot represents your experience of looking good on that particular occasion.
- A description under the picture that describes the occasion and also describes why you chose that particular movie/TV show to depict what looking good means in that occasion.
- In total you will have four posts for four occasions.
- You can make one post and show it to us, so that we can tell you if you are going in the right direction.

and then blossom into a happy ending (e.g. *Shawshank Redemption*, *A Christmas Carol*, *Beauty and the Beast*).

Sometimes, pop culture may contain multiple plots woven into the overall narrative of a single story. The important thing is to decipher which of the multiple plots speaks to the consumer because recognizing that will reveal their values.

Conducting Your Own Insta-Auto Ethnography

Insta-Auto Ethnography can be used to get an initial understanding of what motivates a consumer towards a particular category and gain a preliminary understanding of their expectations from the same. It also blends with traditional methods like focus group discussions, in-depth home interviews, etc., to provide a contextual understanding of consumers' needs before plunging into the category. Given the visual nature of the method, the researcher can get individual and in-depth responses from the consumers.

Here are the steps to conducting your own Insta-Auto Ethnography:

- Create a database of plots, which can be pop culture movies, shows, and music that represent different emotions and experiences.

- Create Instagram / Tumblr accounts for the participants.
- While briefing the participants, focus their attention on the plots rather than just the pictures to understand how these plots represent their own lives and experiences. This is crucial because only by unfolding the important plot can you uncover the deeper meaning it holds for the consumer.
- Then, introduce the research category and ask consumers to link occasions/situations to the plot themes.
- After the participants have posted on their account, you can probe further via follow-up questions.

The entire process takes about 2-3 days, with 20 minutes on posting and 10 minutes on responses to the follow-up questions.

Insta-Auto Ethnography: A Case Study

We wanted to understand the motivators behind "looking good" while doing a study for an e-commerce website. The feelings around "looking good" can differ from one occasion to the other. For instance, what one wants to achieve in the way one looks in each of the occasions may differ.

Millennials have quite a different value system from the previous generation as a result of globalization and exposure to a different environment while growing up.

So, to get under the skin of the matter, we asked the consumers to think of any four occasions where they have to “look good.” It could be going to college, house parties with friends, casual hangout with friends, weddings, an evening date, etc.

The consumers created posts on Instagram describing what “looking good” means to them on that occasion and what they wanted to achieve in terms of the way they look. For each occasion they selected, they had to describe the feeling around “looking good” through a movie/TV show (from the database that we provided to them), whose plot or storyline was similar to how they felt or what they experienced about looking good on that occasion (see Figure 1).

The results we received were truly in-depth and well-explained, helping us to gather real insights around what “looking good” signifies in each of those consumers’ lives. This information was used by our client to refine its communication strategy for its e-commerce website.

Expect Intriguing Responses and Deep-Dive Connections

At the highest level, when you haven’t yet probed the answers, you might see postings like these — and begin to form hypotheses:

- A consumer chose the picture of “Batman killing the Villain” for a job interview, a formal occasion. The explanation could be seen as dressing up to overcome a fear or challenge to triumph and get the job offer. Additional probing uncovers the actual meaning.
- A woman chose a picture of Harry Potter turning into a great wizard for a date-night fashion choice. This could mean self-transformation or realizing her potential in a situation where she wanted to impress the guy she was going out with.

As you begin to dig deeper, by probing consumer responses online or in-person, you’ll typically see responses like these. This is where the magic happens! In the following examples, the first two have to do with the importance of sports in their lives and the second two reflect trying to understand the meaning of “looking good” for the fashion category.

“Jerry Maguire teaches me how to persevere and continue in the relentless pursuit of success and happiness. Similarly, a sport is about not giving up in situations where I might face defeat. Instead, it is about rising above all the negative forces in my life and strive on to the path of self-improvement and overcoming my weakness.”

- Male, 28 years. This quote identifies with the plot of Overcoming the Monster.

“The Blind Side is about a mother striving hard for her adopted black son and transforming him from just an ordinary boy to a successful football player. The transformation of the boy from an orphan to a successful player shows me that I can use my potential to reach the heights of success both personally and professionally.”

- Female, 24 years. Here the respondent associated the category with the Rags to Riches plot.

“In The Princess Diaries, Mia is transformed in a day. But a few of her friends do not change with her looks. Looking good is somewhat beyond the outer appearance. It is being appreciated for the whole personality — clumsiness and all the imperfections that come with it. Mia is an awkward and unpopular girl and often wishes to be ‘invisible.’ But towards the movie’s climax, she chose the guy who

loved her when she was invisible. So what I relate to the most is that she could identify people who found her truly beautiful for who she was.”

- Female, 23 years. The respondent here associated the category with the Rags to Riches plot.

“The Hobbit is about an initially reluctant character who embraces the sense of adventure and goes on a journey which leads to his growth and self-discovery. Similarly, every time I decide to travel, I seek the same sense of adventure and self-discovery, and dress ready to face the journey ahead of me. Simple things like trying out a new style and looking good in it can reveal a tiny bit of your personality. For example, when I wore a dress for the first time, it marked a transition from being a comparatively naïve child to becoming a more aware adolescent.”

- Female, 22 years. Here the respondent associated the category with the Voyage and Return plot.

Benefit by Connecting

In terms of application for research, when mixed with traditional research methods, this method of investigation can provide a holistic picture of the consumer: an initial idea of who the consumer is, what their values are, and what their motivations around the category are — giving you a chance to decipher the person and their needs beyond the overt persona when you meet in person. This can be useful for exploratory and communication studies.

Working with your clients, deciphering the plot and how the plot links to the motivators around the category can be useful in developing communication strategy, positioning work, and even tactical executions such as advertising and branding. ↪

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PAUSE FOR PROTECTION:

OVERCOMING ROADBLOCKS TO SUCCESSFULLY HANDLING RESPONDENT PRIVACY

Life in the early 21st century is hectic. It's hard sometimes to set aside time for those projects you know need to get done. Just as the woodcutter must take time out from cutting wood to sharpen his axe, you need to take time to do what is necessary to succeed by developing and maintaining respondent data privacy requirements. It is remarkably easy to get into hot and expensive water with a data privacy violation. It's easy to think that because your organization is made up of just yourself or a small group of trusted associates that you don't have to worry too much about data security — that perhaps EU legislation or U.S. data protection guidelines are designed only for the Googles of the world. But that is not the case anymore.

The Potential of Lost Opportunities

Audio and web conferencing changed the opportunity landscape for individual researchers. With the ability to connect globally, independent researchers could compete with large research companies with offices all over the world. That formula has been working well for a decade. And it has helped many QRCs get great projects that previously would not have been obtainable. But now with the changing data privacy requirement landscape, clients are asking more questions and requiring more documentation about how

data protection is being addressed. This has the potential to turn the tide back to large companies that possess the money to invest in sophisticated privacy assessments to meet complex compliance standards.

Therefore, individuals who are operating independently or as a small business need to take the same necessary steps to protect themselves, both to remain competitive as well as to avoid a data breach fallout. Keeping your data privacy axe sharp is going to help you land that business.

The New Data Regulation Landscape

We live in a global business environment. The U.S. Department of Commerce (DOC) International Trade Administration states that more than 70 percent of the world's purchasing power is located outside of the United States (source at: qrca.org/VIEWS-026). Whether you already operate globally, or even if you do not expect to, you can never tell when the client project coming your way will stipulate cross-border data sharing that requires you to collect, use, and store respondent Personally Identifiable Information (or PII).

Transferring data out of the EU is particularly problematic, as the EU has the world's strongest data privacy and protection rules. The deadline for compliance with the EU General Data Protection Regulation (EU GDPR) is May 25, 2018. This consolidated framework will guide business usage of personal data across the EU, replacing the patchwork of existing regulations and frameworks. And don't kid yourself that this will apply to the EU only. The narrative of personal data privacy is rampant in the United States and is likely to get increasing attention, with U.S. companies requiring the same types of compliance and companies putting in procedures for handling of all personal data globally.

The risk of non-compliance includes penalties and fines as well as your valuable time and the money you will undoubtedly spend on legal fees to solve your resulting problem. So what is a researcher to do?



Well, it could be daunting. So let's get started on some solutions.

Strategy 1: Communicate that You Are a "Culture of Accountability"

You most likely believe that individuals have substantial rights to manage, correct, and control information collected about them and to understand how it is being used. Incorporate those words into your meetings with clients, into your written proposals, and in important emails. Do you have a website? Make sure this idea is a part of what active and potential clients read about you. If you have employees, promote an organizational mindset that you are stewards of data, and it is your responsibility to protect and safeguard it. Communicate this thinking to the partners you work with.

Strategy 2: Have Both Clients and Respondents Sign off on Data Use

This sounds easy, but we are all busy. Sharpen the axe. Are you recruiting the respondents for the project? Address this before a project begins. Email your client your understanding of how the research is being used, and get an email back confirming or clarifying. Create a document that each respondent must sign that lays out the specific detail on the audience for the research and how their data will be used. An email is easiest. The key is to have a record from the client and a subsequent written and acknowledged record with the respondents that define the audience for the study results and how the study results

will be disseminated. This is to protect you for that future time when a respondent wants to sue you because they say they did not know how the data would be used. And it is also for that same time when you really need that record from the client that will transfer the bearing of this burden away from you because you also have the intended data use in writing from the client. Don't forget the recruiter in this sign-off loop; every project player must be on the same page.

Strategy 3: Review Deliverables

Did you forward those video files to the client without confirming that no identifiable respondent information is included? The client passes along the video files and suddenly someone from Marketing decides to look up the respondent to ask just a few more questions. This is after he was told he would not be identified, and now he is very unhappy. Suddenly you are being blamed for this. Promote confidentiality by being sure information that too closely identifies respondents is removed and ask partners to do the same. Review deliverables to make sure identifiers are indeed really removed.

Strategy 4: Become More of a Technology Guru

Many people typically do not have a full understanding of data flows across locations. Understand what it means to have data encrypted both from your computer as well as where you store it.

Assiduously avoid transmitting respondent data over public networks such as hotels and coffee shops. Don't even open data files in these types of places.

Don't ever dial out to respondent phone numbers directly from your mobile device or landline, where those numbers will be stored by your bill provider, most likely online. Have either your valued research facilitator dial out or dial out yourself, in both cases only from an encrypted conferencing bridge which will be the only place that collects and temporarily stores the respondent phone number, rather than dialing out from your own device.

Use antivirus software that is sufficiently designed for personal data protection and keep it up to date. If it slows down your computer too much, it may be time for you to get a new one — not to disengage the software.

Learn how cloud data protection works. Become familiar with how relocating data from multiple locations to a central repository improves security and reliability.

Strategy 5: Establish and Enforce a Security Policy of Your Own

Think your business is too small to warrant a data security policy? Remember that an important prospect may ask if you have such a policy. You know the large firms have one, you need one too. Prepare one in writing that covers the critical elements of data privacy and protection, including your plan for regular self-monitoring and self-auditing, and what your responses would be in case of a breach. Keep a copy of it that you can show in person at meetings. And absolutely have it on your website.

Strategy 6: Promote and Enforce Security and Technology Protocols

The security in a networked and interfaceted world is only as good as its weakest link. Make sure everyone you work with understands your protocol requirements. Shortcomings in understanding



data privacy and protection protocols can result in data being compromised. In today's world, a simple non-disclosure agreement is not enough. Have all parties sign off on compliance with the items mentioned in Strategy 4. If you have employees, have a measurable technology and data security training program that covers the critical elements of data privacy and protection, enforcement, and discipline.

Strategy 7: Understand the Public Mind-Set

Individuals value privacy differently depending on the situation. People are least concerned about privacy when participating in social networking, wikis and blogs — which are often the least secure kind of web interaction. Don't be taken in by these mental gymnastics and conclude that respondents will not care about their personal data when it is involved in your study. Individuals are wary about the ability of government and businesses to monitor their habits online and combine that information with other personal data to create personal profiles. Research studies fall into that space.

It may be fun to use Instagram as part of your jewelry retailer study to have people send in photos of the bangles and baubles they plan to wear for the day. It won't be as funny when they sue after they experience a robbery and realize they included photos of the stolen pieces in a research study. Be careful, even when the respondents are not.

Strategy 8: Become Aware of Non-Compliance Costs

Data breach notification requirements are set to become much tougher. Companies — and that means yours, too — are required to respond to a violation report within 45 days. Top level fines are a percentage of annual global revenue from the preceding year, up to 4% (source at: qrca.org/VIEWS-027). This is designed so that, regardless if you are a huge multinational or a one-person consultancy, violating this law will hurt your business bottom line. Can you afford to pay out 4% of your gross revenue for last year, after you have paid legal or arbitration fees and used up your valuable time to address this? Plus, you will have a violation record that will haunt you for the rest of your career.

Strategy 9: Realize that Regulations Are Inconsistent

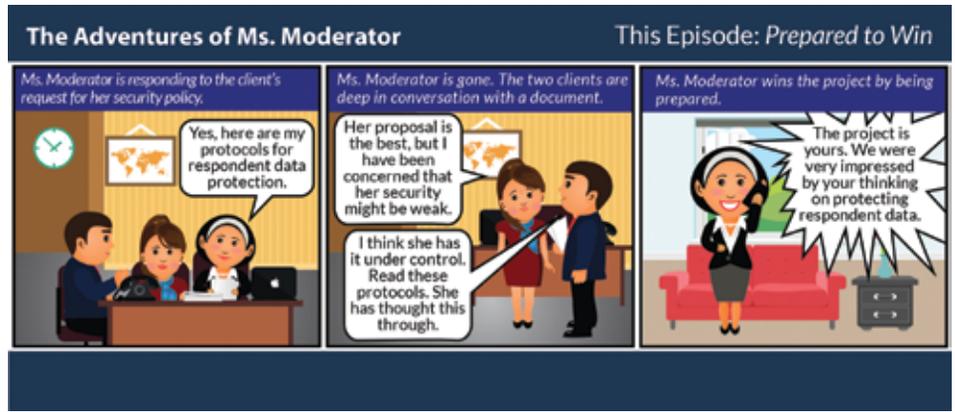
Even emerging regulations generally are not sufficiently sophisticated for today's hack-prone, fiber-optic global business environment, nor are they consistent or equally applied across industries and countries. At my last review, there were something close to 49 different state laws in the U.S. that regulate notification of security breaches, as well as separate laws that govern the use of various types of data such as financial and health data.

It is mind-boggling. Inevitably, you have to go to the lowest common denominator to protect yourself. That means clear documentation on intended data

use, and an understanding that you are best positioned to facilitate communication when you are a conduit between the client, the recruiter, and the respondent.

Strategy 10: Know the Company You Keep

There is a notable difference between organizations' intentions regarding data privacy and how they actually protect it, creating an uneven trust landscape. Understanding the perspective on and approach to data privacy and protection among third parties with whom you do business is crucial. Data must be kept in the safest hands possible, and therefore trust and confidence in your business partners are absolutely crucial. Make sure



your business partners know that safeguarding client information is one of your and their most fundamental and important responsibilities and is essential to maintaining the trust that forms the foundation of client relationships.

Closing Thought

In summary, *start now*. Don't push privacy and data protection off your busy plate and wait to do something about it. Make this your year to sharpen your axe of privacy data compliance and win more projects by being better prepared. ↩

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▪ **PODCAST** ▪



Check Out Our Newest Podcast: TALES FROM THE ROAD

QRCA continues to conduct and record interviews with thought leaders in the qualitative research industry. These podcasts shed light on subjects of great interest to those whose work involves qualitative research.

In the latest episode, QRCA VIEWS Podcast Editor Mike Carlon interviews fellow qualitative research consultants

about their greatest tales from the road.

We QRCs are trained to keep our eyes and ears peeled for those critical insights that will help our clients understand their consumers better as well as help them make business decisions rooted in insight. Yet living the life of a troubadour does not come without some memorable moments. In this podcast, listen up as

various qualitative research consultants share some of their more unforgettable experiences (and certainly some they'd like to forget).

From sprinting through airports to catch flights, observations from the hotel bar, and interview participants who are unforgettable, we are sure you'll find something you can relate to in this podcast. ↩

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-Cory, Ministry of Culture



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2050 THE WORLD OF GENERATION ALPHA

My friend uses an app on her phone to watch her baby at daycare. With a mom who can zoom in on every moment, witness every bruise, and track her son's whereabouts by the second, what is this kid in for?

Generational delineations in the U.S. vary across sources, but it's clear GenZ, Alpha's predecessor, follows the GenY Millennials and arrived after the turn of the century. According to futurist Mark McCrindle, a child born after 2010 is part of the Alpha Generation. Pew Research considers a child in the U.S. today under the age of 4 as a budding

member of the Alpha Generation. For this article, a child born during or after 2014, under the age of 4 today, is a member of the Alpha Generation, or GenA.

These recent newborns, and those that follow for the next 10-15 years, enter a world where virtual reality and artificial intelligence are the norm.

Immediate gratification is the baseline from which all their future experiences will be measured.

It was 1992 when Americans began logging into AOL and discovering the World Wide Web. At this time, a new computer weighed 20 pounds and needed a real telephone line to dial the Internet. Consider that same rate of change over the next quarter century, and it's easy to file the thought away as a mindbender.

Thankfully, there are quantitative researchers who like to look more closely, poking through population data and projecting who we might be in the years to come. Savvy statisticians have crunched the numbers and chimed in with some surprising finds.

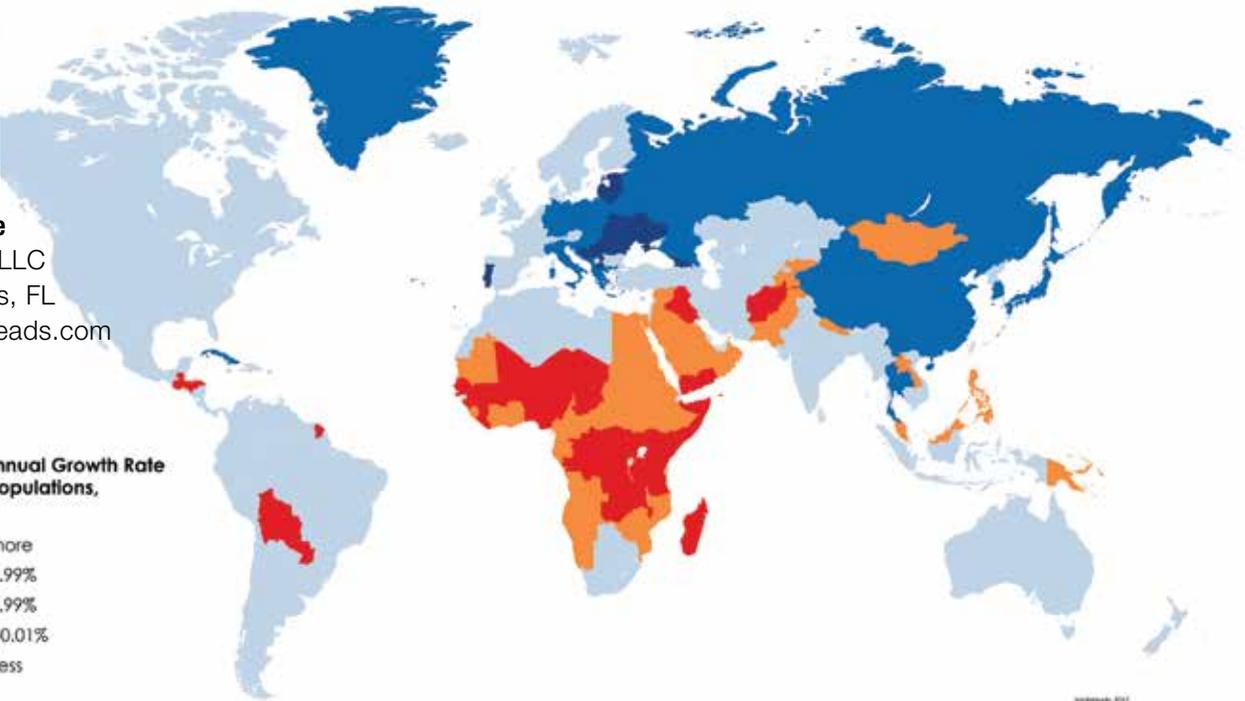


By: Jennifer Dale

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Projected Annual Growth Rate of Country Populations, 2010-2050

- 2.00% or more
- 1.00% to 1.99%
- 0.00% to 0.99%
- -0.50% to -0.01%
- -0.51% or less



Higher birth rates in select regions, lower infant mortality rates and increased life expectancy overall, and global migration patterns reveal a much different world in the years to come. What's clear is that impending demographic shifts and advances in technology will significantly affect how people live and work.

Projected to be the smallest generation to date, Generation Alpha teenagers

will live in a country where there are more people over age 65 than under age 15. By the time GenA enters middle-age, the U.S. labor force will be proportionally smaller than the dependent populations it supports.

In the years leading up to 2050, the number of children in the U.S. is projected to increase by 17% whereas senior citizens in the U.S. are projected to

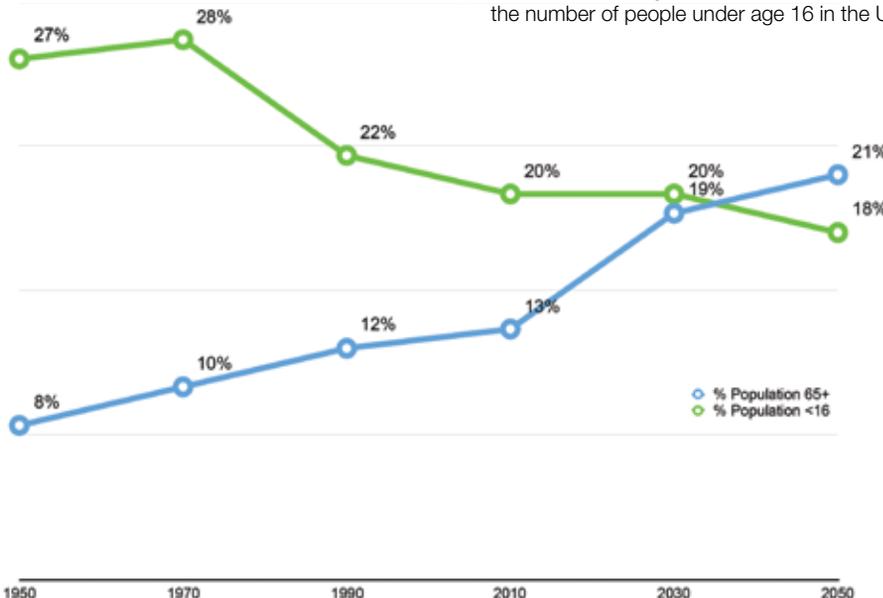
increase by 111%. An increase in number of dependents puts a heavy burden on a labor force that is expected to increase just 16% in the same time frame.

And it's not just in the U.S. Across the map, developed nations are poised for a population decrease. And while people in the U.S., Europe, and much of Asia grow older, other areas of the globe are gearing up for expansion. One quarter of the world's population will live in Africa by 2050. India, too, will see higher numbers, surpassing China in 2050 as the world's most populous country.

The 438 million Americans living in 2050 will be a diverse group. While the U.S. population does grow, it can be attributed to immigrants (mostly from Mexico and Asia) and their offspring. Non-Hispanic Whites, who were 85% of the entire U.S. population in 1960, will represent less than half (47%) in 2050.

Religion is another factor to consider. In the U.S., projections indicate that by 2050 one-quarter of the population will not affiliate with any religion. Islam

FIG. 1 By 2050, the percentage of older adults will exceed the number of people under age 16 in the U.S.



will see the greatest increase around the world and is expected to surpass Christianity by 2050.

And not to sound like science fiction, but technology of the future holds all five senses up for grabs. Today, we can hear, see, and even feel texture from a flat screen that we hold in our hand. Could smell and taste be next? What will devices of the future even look like?

I corralled my facts and my curiosity, brought along a little creative license, and considered what I might learn from folks of the future. I recruited Jackson, 3 years old today, and Sophia, who is not yet even born, and set out for some insights. What could an interview with future Generation A reveal?

Year 2050:

IDI of the Future with Generation Alpha

Jackson, age 33, San Antonio, TX. Born 2014.

Sophia, age 26, Lagos, Nigeria. Born 2024.

Interviewer: *Hi guys, welcome! Thanks for agreeing to speak with me.*

FIG. 2 Projected changes in the diversity of the U.S. population, 2014-2060.

RACE	2014	2060
White	79.7%	74.3%
Black or AA	14.3%	17.9%
American Indian or Alaskan Native	2%	2.4%
Asian	6.3%	11.7%
Native Hawaiian & Other Pacific Islander	0.5%	0.7%

Sophia: Hi! I'm home in Nigeria now, coming to you as my virtual self.

Jackson: And I'm in San Antonio, with you virtually as well. Can you see us okay?

Interviewer: *Wow, it looks like you're standing right in front of me! Let's start by telling me about your home life.*

Jackson: My parents are in their early 70s now. I live with them, my mom's older sister, and my grandfather.

Sophia: I live with friends here in Lagos. I emigrated from the U.S. with my aunt when I was 15. A lot of Americans don't realize that just 4% of the world's population lives in the U.S.

Jackson: I'm African, Japanese, and Danish. I'm also Hispanic, like my dad, who was born in the U.S. to immigrant parents from Mexico. Some of them were African, too. My mom is from the Bronx.

Sophia: I'm Asian and Hispanic.

Interviewer: *Do you consider yourself religious?*

Jackson: My mom and I are more spiritual. My dad is Christian and my aunt and older cousins are Muslim.

Sophia: Yes. I'm Catholic.

Interviewer: *What changes have you witnessed in San Antonio?*

Jackson: San Antonio is a lot more crowded than it used to be. A lot of people immigrated from Mexico and Asia, and the number of senior citizens in the U.S. has doubled since we were kids.

Sophia: I heard there's just one school open in San Antonio now, and it covers kindergarten through high school.

Jackson: Most of the schools in the area that closed were renovated to meet the increasing need for affordable housing.

Interviewer: *How about your social life? What do you do for fun?*

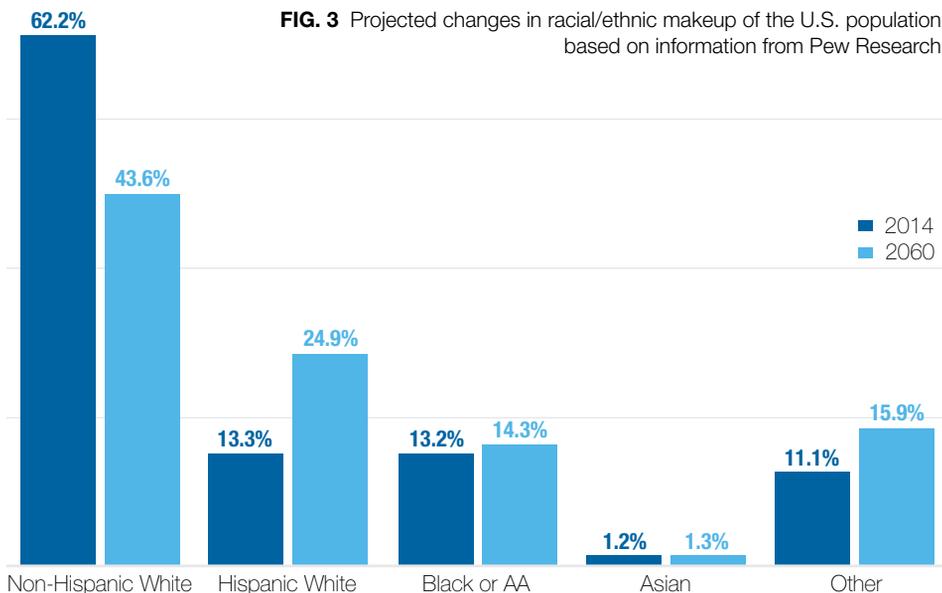
Jackson: Dating in person hasn't worked out for me, so most of my dates are virtual. I have a mobile receiver that allows someone with a 3D transporter to scan themselves into my space.

Sophia: It's not the same as in person, but definitely better than those flat pictures our parents put on Instagram when we were little. So embarrassing!

Jackson: My parents showed me their archived YouTube channel the other day. They were using desktop computers and real screens. So lame!

Sophia: When I'm in the U.S., all I hear is music from the 2010s, '20s and

FIG. 3 Projected changes in racial/ethnic makeup of the U.S. population, based on information from Pew Research.



India is expected to be the most populous by 2050, greater than all of China. Africa will experience the greatest growth, with a quarter of the world's population calling sub-Saharan Africa home.

'30s. I'm so tired of listening to the oldies. Here in Lagos, there's always live music playing and lots of people my age.

Interviewer: *What do you do for work?*

Jackson: I work with my dad and my uncle at the organic farm my parents lease. They started it before I was born and business has always been good. We export about a quarter of what we make to Africa.

Sophia: Most of the work I do is on the Nigerian network. I work from home and simply project into the air everything I'm working on. I can't imagine how people worked with wires and heavy hardware all over the place.

Jackson: Almost everyone I know works. My mom and cousins work in healthcare. There's a big demand, despite the advances in personal AI. Everyone's healthcare chip was networked to the state cloud years ago, and the government is finally adding our data to the federal databases this summer.

Sophia: Things are better than that here in Africa. Lagos was rebuilt about 15 years ago and everything looks new. The city is entirely networked and interconnected.

Jackson: Energy prices in Texas finally went down last year once we started making electricity from a solar-powered geothermal well. We share our energy with three other families on the block.

Interviewer: *How do you get around town?*

Jackson: One self-driving car for the whole family.

Sophia: I can get a ride instantly to anywhere using the personal transportation portals. Everyone has one in their home or apartment here in Lagos.

Interviewer: *That sounds convenient!*

Jackson: When my dad was a kid, he had to groom, cook, clean, and drive himself. He also had to wake up with a sound or a little vibration on his phone next to his bed. Without my robot team to help me, I would never survive.

Interviewer: *What else can you share about your life that might surprise me?*

Sophia: My baby book is 3D and archived on the family's cloud server. I don't think they even make the VR2017 headset required to view it anymore!

Jackson: Well, my parents used an iPhone4 on a selfie stick to capture our first family pic together. Today, I am recording videos from the iPhone50 Jubilee edition installed in my neck.

Sophia: I'm really looking forward to wearing my new winter clothing designs. Thanks to the latest haptic touch technology, I can feel the luxurious silks from India and order the fabric ink directly. It's coming by drone; the package was too large for bullet shipping.

Jackson: I'm waiting for my dinner drone to finally make a drop. I'm starving!

Interviewer: *I can relate, Jackson! I appreciate your time and your willingness to meet with me. Any last words to curious minds in the year 2017?*

Sophia: I think it's great that you're interested in us. My great-grandmother used to moderate focus groups in person. She would go all over the country and meet people in real rooms.

Jackson: Virtual 3D transport really had a big impact on how people connect. Our generation has seen a lot of new technology changes.

Sophia: Even though I have a lot of choices, I still make buying decisions based on my individual needs and personal experience.

Jackson: Our generation has lived through a lot of social and economic change.

Interviewer: *Yes, you have! Thanks again.*

Six Population Trends

While population across the world will reach over 9 billion by the year 2050 (up from 7.5 billion today), the more relevant shifts are found in age, race, religion, income, and geographic residence. Here are six population trends to watch out for:

1: Aging Populations across the World

People today are living longer. By 2050, nearly a quarter of the world will be over age 60 (compared to 10% in 2015). In the U.S., Millennials outnumbered Baby Boomers last year, making them the largest generation to date at 74 million strong. As Millennials age out of the work force and into retirement, those in Generation Alpha will be of working age and supporting them.

Non-Hispanic Whites, who were 85% of the entire U.S. population in 1960, will represent less than half (47%) in 2050.

2: Population Growth in Developing Countries

While birth rates are declining in developed areas like North America and Europe, they are increasing in developing areas like India and Africa. India is expected to be the most populous by 2050, greater than all of China. Africa will experience the greatest growth, with a quarter of the world's population calling sub-Saharan Africa home.

3: Global Urbanization

In search of opportunities and conveniences, more and more people are choosing city life. About half of the world lives in an urban setting today. By 2050 that number will jump to 75%. In the U.S., smaller cities are expected to expand.

4: Religious Shifts around the World

The fastest growing religion in the world is Islam. Islam is projected to represent a greater portion of the population than Christianity by 2050. Developing nations with large Muslim populations and higher birth rates like India will contribute to the religion's growth. The growth in Christianity will be due to the population surge in Africa. By 2050, 40% of all Christians will call sub-Saharan Africa

home. In the U.S., nearly a quarter of Americans (and one-third of millennials) will not affiliate with an organized religion.

5: Increased Racial Diversity in the U.S.

Each American generation that arises is more racially diverse than the one before it. Fifty years ago, 84% of Americans were White and just 4% were Hispanic. By 2050, nearly a third of the U.S. population will be Hispanic, and the total U.S. population will increase from 325 million now to almost 438 million. Non-Hispanic Whites in the U.S. are expected to decrease by 23%, while increases in African Americans (+11%), Asians (+74%), and Hispanics (+57%) will create a more racially diverse society.

6: Income Disparity in America

The U.S. middle class is shrinking. Thirty years ago, upper-income Americans possessed three times as much wealth as middle-income Americans. Today it is seven times as much, and growing larger.

A Last Word

Change is hard enough to live through, let alone stare in the face as it

comes towards you. So, if you're feeling a sense of angst, you're not alone.

Researchers have segmented consumer target markets by age, race, religion, income, and other factors for years because that's how clients made their media buys. We've seen marketers adapt their strategies to meet changing media consumption, yet our standard demographic screener questions remain the same. In a time when age is just a number and race is a hard question to answer, how can we gain more insight into the ideal recruit?

We already ask "why" for our clients; perhaps it's time we ask why *to* them as well; as time will tell, tacit inferences of our recruits will fail to establish true understanding for our clients. Is the name of a person's religion more critical than what religion means to them? What are we deducing from a person's race or marital status exactly? Beyond moving race to a multiple-choice question, or asking gender with "which do you most relate," what are we *not* asking that we *should* be? ↩



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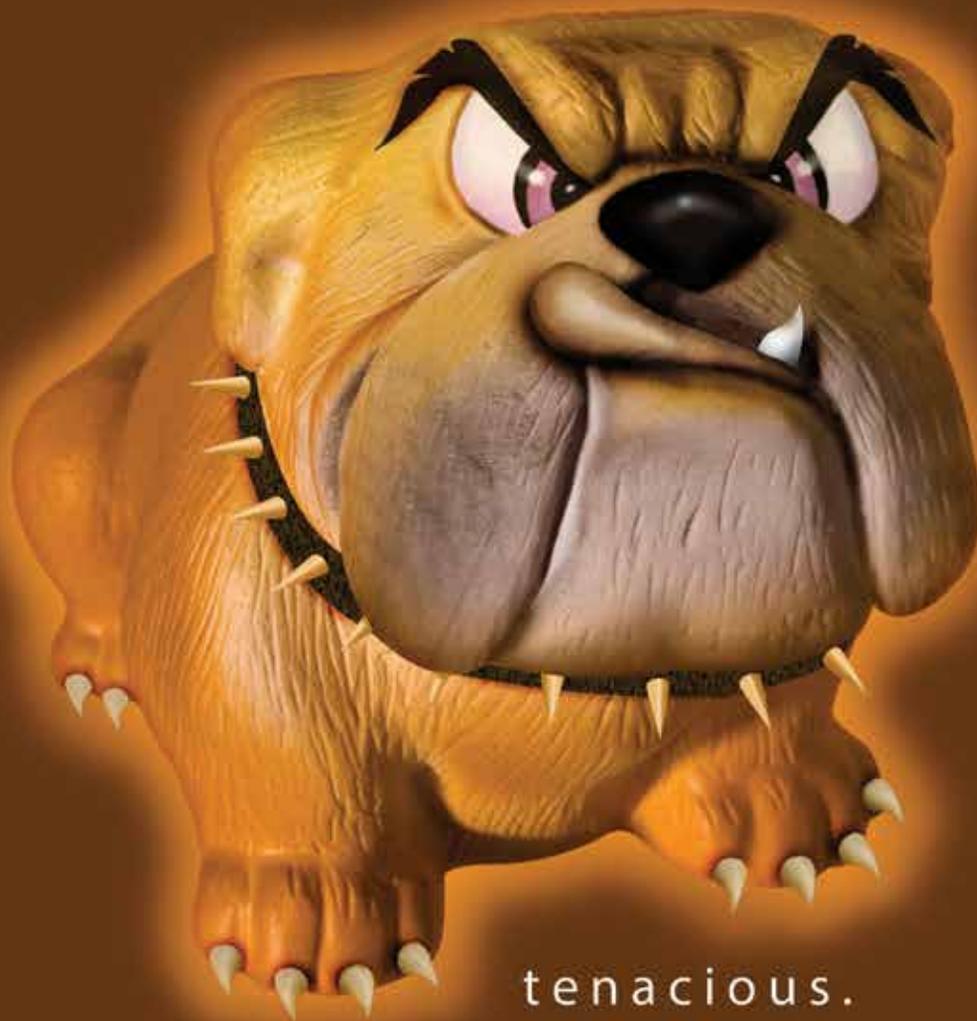
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THE CANARY IN THE 2016 POLITICAL COAL MINE!

Why Politics Should Rely on Qualitative Research



In 2015, the race for the Republican and Democratic nominations to represent their parties in the general election for United States President was well under way. The GOP had 17 candidates, and the Democrats had five.

In the year leading up to the primary season, pundits and political consultants alike were predicting a general election matchup between Hillary Clinton and Jeb Bush. Both Bush and Clinton were their respective party's favorite, and both bought into the notion that it would be an easy trip to the general election. As we all now know, they were wrong.

The signs were there that they were wrong, but it didn't seem that people were listening. Looking back, focus groups broadcasting on the major news networks should have helped to predict the 2016 outcome. They were "the canary in the political coal mine." If political consultants and the press had paid more attention to qualitative data and used it to inform their findings from "big data" analytics and voter polls, the election results wouldn't have been quite so surprising to them and the people they work for.

What Early Focus Groups Were Telling Us

Even while Donald Trump began to gain ground in the polls, the press and pundits still didn't take him seriously.

- "There is no way on God's green earth that the Republican Party hierarchy is going to allow Donald Trump to be their nominee...leadership should be able to defeat him one way or the other," Larry Sabato, September 2015.
- "Why Donald Trump Isn't a Real Candidate, In One Chart," *FiveThirtyEight*, June 16, 2015.
- "Here's why Trump won't win the Republican presidential nomination," *The Guardian*, August 22, 2015.
- "Why Republicans Still Think Donald Can't Win," *Time*, December 2015.

Donald Trump and Bernie Sanders rose quickly to challenge each and every candidate in their respective parties. As we know, Trump ultimately was successful in securing the nomination, and Sanders fell short. Sanders's run, however, was a historic populist effort that gave the Clinton campaign quite a scare.

Trump defeated conventional wisdom and press predictions to ultimately win the presidency. How did we get here? Were there any telltale signs of a Trump victory? In looking at some of the publicly available qualitative data out there, you could see the canary in the political coal mine.

During the primary season, I had the opportunity to work (through my previous employer, Purple Strategies) with Bloomberg Politics. Bloomberg hosted a number of focus groups among likely primary voters in New Hampshire and Iowa. The results from these groups were extremely telling. In my view, they helped to predict the outcome of the election.

These early focus groups (held before any of the primaries and caucuses) in New Hampshire and Iowa showed that Hillary Clinton and Jeb Bush were both suffering from voter fatigue. An anti-establishment sentiment was strong with voters from both parties. Democratic voters showed a lack of enthusiasm for Hillary Clinton:

- They were unable to identify positions that she stood for or policies that she supported, a clear indication that her message wasn't reaching these voters.
- They viewed her as condescending and lacking the will to work hard for the Democratic base.

- There was a general lack of energy in the room when talking about Clinton.

Similarly, Republican primary voters were quick to reject their establishment candidates like Jeb Bush, saying:

- “He’s overrated... out of touch.”
- “I can’t believe that people are going to get behind another Bush, again.”

The negative sentiments I heard were indicators of big problems for these establishment candidates. Primary voters were saying they wanted something new and outside the box. To many of these voters, Trump and Sanders seemed to provide a new spark and a pathway forward. When talking about Bernie Sanders, Democratic voters from these focus groups saw him as:

- People-oriented.
- Genuine and believable.
- A fighter against income inequality.

Republican respondents had similar reactions about Donald Trump. GOP primary voters saw Trump as:

- Plain-spoken and speaking the truth.
- His own man, unable to be bought off.
- Successful and would bring class back to the White House.
- “A presidency of hope.”

You can review highlights from these focus groups at:

- Donald Trump compilation: qrca.org/VIEWS-028
- Hillary Clinton compilation: qrca.org/VIEWS-029
- Bernie Sanders compilation: qrca.org/VIEWS-030

These focus groups showed that both parties had issues with their respective establishment candidates. Voters from both parties were looking for new faces and fresh ideas to lead them into the future. While Sanders didn’t win the primary, his success shook up the Clinton campaign and made them work much harder in the primary than they thought

they would need to, keeping the campaign’s focus on Sanders rather than on the GOP candidates.

For corporate clients, if we heard these sentiments targeting a major brand like McDonald’s or Coca-Cola, brand strategists would be working immediately on a plan to repair the damage. By contrast, I’m not sure that Clinton took either Sanders or Trump seriously enough to change her ways. And by the time Bush decided to change course, it was too little too late.

General Election Focus Groups Largely Ignored

Even when Trump won the nomination, political pundits and news outlets continued to reject him as a viable candidate. Republicans were bracing for another Clinton in the White House, while Democrats were planning for it.

But other public focus groups held prior to the general election told us that it wasn’t going to be a slam dunk for Hillary Clinton. Voters, including Democrats, still voiced major concerns with Clinton, and the enthusiasm for Donald Trump was still quite strong.

In September 2016, Peter Hart, a Democratic pollster and founder of Hart Research Associates, conducted focus groups among undecided voters in Milwaukee that also were broadcast on MSNBC. In these sessions, the voters expressed a belief that Clinton is seen as a liar and Trump is seen as reckless and erratic, not presenting an easy choice for undecided voters and not showing a clear path to victory for either candidate.

Importantly, the take-away from the groups was that “Clinton was seen as part of the establishment and not part of the change factor.” This would prove problematic in the weeks leading up to the election. You can see highlights from Peter Hart’s focus groups at qrca.org/VIEWS-031.

In October 2016, Dr. Frank Luntz, a GOP pollster and founder of Luntz Global, held focus groups for Fox News among undecided voters in Missouri. These groups showed that in the most recently held debate, Trump had a great impact on their vote. Interestingly, the participants noted that they viewed Trump as “much improved” and “presidential,” whereas Clinton came across as “same old, same old” and “disingenuous.”

With a month to go before the election, the sentiments expressed in these groups showed that undecided voters situated in an important swing state were moving to support Trump. The information from these groups alone should have been ringing in the ears of both campaigns, driving them to study more closely overall voter enthusiasm for each of the candidates. To see highlights and coverage from Frank Luntz’s focus groups, visit qrca.org/VIEWS-032.

In my opinion, the sentiments articulated in these groups showed that enthusiasm and energy were on Trump’s side in Missouri, and he had room to grow his base of support. Post-election analysis shows that this trend occurred throughout the Midwest region. The news that the press picked up on, however, did not highlight the intel that was clear to see from these qualitative sessions. Rather, the focus was on the big data, micro-targeting and survey results.

Press Blames Polling Industry

Not surprisingly, after the election the press blamed the polling industry for faulty results:

- “Results call future of polling into question,” *USA TODAY*, November 9, 2016.
- “How could the polling be so wrong,” *POLITICO*, November 9, 2016.
- “Science of Error: How Polling Botched the 2016 Election,” *Forbes*, November 9, 2016.



In fact, national polls didn't really miss the mark too much, as most predicted that Hillary Clinton would win the popular vote, and she did. But the U.S. elections are not decided by the popular vote, and the national polls did not fully reflect the important role that the individual states play, and it is here where many polls underestimated Trump's support and overestimated support for Clinton.

Campaigns use polls to develop their voter turnout models — essentially an estimate of which kinds of voters will actually show up and vote on Election Day. Without a model, we don't have a way to gauge whether or not one candidate is ahead of the other. For example, a voter turnout model could say that Democrats are more likely to turn out in a specific area. With this potential result, Republicans would have to focus on trying to get their existing base of support out to the polls, while Democrats could start working to expand their base. Often, such voter turnout models are based on prior voting behavior and turnout rates from previous elections.

What we've seen is that populist movements, like the swell of support for Sanders and Trump, make it very difficult for pollsters to rely on these more traditional models. Voter intensity starts to play a major role in the race. The level of intensity — how a voter feels about a particular candidate — can begin to shape how likely that voter is to turn out and vote. In other words, we are looking for the “why” behind the numbers.

In my view, gauging voter intensity is essential, and qualitative research is the best way to tap into the feelings of voters. Much the same way that companies use branding exercises, where focus groups are used to learn from consumers how they feel about a specific product and their likelihood of purchase, political focus groups can be used to understand voters' support, or lack thereof, for specific candidates and help strategists navigate the path for the candidate's victory on Election Day. In my opinion, there is nothing better than a conversation with your target audience to get a pulse check on their emotion and enthusiasm. Big data, analytics and survey results can only tell us part of the story. To fill in the blanks, we must gather qualitative inputs as well.

What Politics Can Learn from Consumer Brands

In working with some of the nation's largest brands, we have learned that they rely on and trust qualitative data to help them identify the direction they need to go with their messaging. Many brands will not put an ad online or on broadcast media without conducting qualitative research first. They use these groups to inform their messaging, often making last-minute tweaks before engaging in a broader quantitative study or to validate the findings of a recent quantitative study. Both are vital to guiding messaging and fine-tuning, and the differing methodologies complement each other.

Just as in corporate message development, larger political campaigns used to regularly rely on qualitative research. However, with the advent of micro-targeting and data analytics, many campaigns are shifting to spending more of their research dollars on these “flashy” technical advances and less on qualitative research. From the canary in the political coal mine, it's clear that political campaigns should take a page from the corporate branding world and not lose sight of the importance of qualitative data, including focus groups and in-depth interviews, in validating quantitative results and to better inform their message and strategy.

If the Clinton campaign had listened more closely to the early Bloomberg focus groups, maybe the campaign could have spent more time with her on improving likeability and believability. It appears that the Trump campaign did listen more to the voters from these groups, as he adjusted his demeanor and delivery from one debate to the next. Both sides would have seen hints and clues that voters had very real and deep feelings about the direction of the country, and that typical campaigning and politicking wasn't going to satisfy them.

Voters were looking for something new. Hopefully the strategists and consultants who run campaigns will learn from this canary in the political coal mine and understand the value of qualitative research as a tool to listen to voters between now and the mid-term elections in 2018, and beyond. ↪



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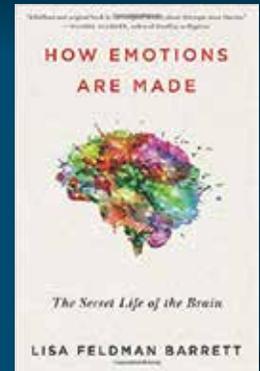


How Emotions Are Made: The Secret Life of the Brain

Lisa Feldman Barrett, Ph.D., Houghton Mifflin Harcourt, 2017

Reviewed by Susan Fader

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Be prepared to have whatever you thought you knew about emotions — what they are, how they evolve and their relationship with the brain — to be turned on its head. *How Emotions Are Made: The Secret Life of the Brain* is a must-read for anyone who works in or even peripherally uses market research or is just plain interested in learning more about emotions and human behavior. In this extremely well-researched and thought-provoking book, the author, Lisa Feldman Barrett, Ph.D., references neuroscience, social psychology, and philosophy to guide the reader through reevaluating what they think about everyday emotions and human behavior. The author also helps clarify why your feelings about something can have a greater impact than actual facts.

Barrett has strong credentials and is especially well suited to writing this book on emotions and the brain. She is a Professor of Psychology at Northeastern University and has received an NIH Director's Pioneer Award for her groundbreaking research on emotion in the brain. She also has research appointments with Harvard Medical School and Massachusetts General Hospital in psychiatry and radiology.

In *How Emotions Are Made*, Barrett's writing style is clear and engaging, and she steadily builds an argument against

long-standing beliefs, such as facial and bodily movements being identifiable to specific emotions or emotions as automatic reactions. More than just informing the reader, she also shares how these new insights about emotions have practical application, and I found the specific discussions in the chapters on "Emotions as Social Reality" and "Mastering Your Emotions," to have real-world and immediate applications.

One of Barrett's strongest challenges to conventional thinking about emotions is that emotions are not based on your brain reacting to specific events but rather your brain predicting and constantly guessing what will happen next and that these guesses are the basis for your emotions. She argues that emotions are highly individualized and that each person experiences emotions differently. She further explores how people are not universally hard-wired from birth to experience the same combination of emotions and that emotions are not located in specific areas of the brain.

By referencing how different cultures can have emotions that might be unique from other cultures, Barrett argues that you first need to have knowledge about an emotion before you can experience it. To back up this argument, she gives the example of the Dutch emotion *gezellig*, which is integral to the Dutch psyche. To someone who is Dutch, *gezellig* has a clear definition that references a clear

specific emotion, yet to an American, *gezellig* does not evoke a universal emotional feeling. In fact to an American, *gezellig* can evoke, dependent on context, distinctly different types of emotions, such as general fun, feelings of familial togetherness, or how you feel when you first see a friend whom you haven't seen in a long time.

In addition to this book laying the groundwork to rethinking almost everything about emotions, in two of its chapters, "Emotion and Illness" and "Emotion and the Law," Barrett explores how misreading and misunderstanding emotions in our social services and health and legal environments can have long-term, negative societal ramifications.

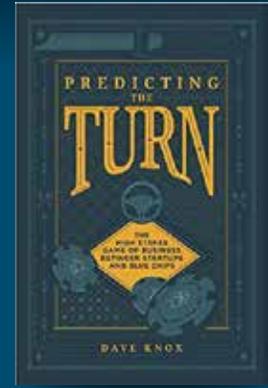
How Emotions Are Made is a book that should be on your must-read list and will forever change how you think about and interpret emotions. ↩

Predicting the Turn: The High Stakes Game of Business Between Startups and Blue Chips

Dave Knox, Paramount Market Publishing, 2017

Reviewed by Janina Weigl

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Dave Knox, using his experience working both for large blue chip corporations and as an investor who helped start and lead new businesses, has written a book with a unique perspective of how large companies can look to start-up competitors for ways to better build their own business.

In *Predicting the Turn: The High Stakes Game of Business Between Startups and Blue Chips*, Knox quickly outlines how technology has significantly changed the way companies approach marketing and how technology has allowed for smaller companies and startups to build relationships, contact consumers, and eventually build a competitive advantage to outrun blue chip companies. In these cases, the speed of startup companies is beating the scale advantage of blue chip companies.

In the past, blue chip companies focused on scale and their size to make it very difficult for newcomers to gain market share and pose a real threat. Back then, big companies could deal with these rising start-ups by acquiring them and incorporating them into their own business.

Nowadays, these startups have digital business models and can use media and venture capitalists' money and resources to grow. In addition, talent increasingly wants to work for start-ups rather than big companies. All of these factors are contributing to the rising importance and success of start-ups, making it more difficult for blue chip companies to compete in the traditional way.

However, Knox doesn't feel this means big companies necessarily have to lose when up against these new start-ups. Even though it is becoming more challenging, Knox is proposing how large companies can better compete with new competitors. He outlines how businesses can better understand this new game and how to turn threats into advantages. In his book, Knox goes into detail on the importance of seeing the future in order to build resources and participate in the start-up system before changes in the industry happen.

Furthermore, he outlines four different strategies that a company can use in order to participate: acquire, invest, partner, and build.

First, Knox talks about innovation-driven acquisition, where a bigger company can purchase a start-up company in order to drive strategic goals and quicken the internal product development. Yet, he stresses that the goal of such an acquisition should be more about the strategy and infusing "digital DNA in their core business." The second strategy a company can pursue is investing in a start-up. These investments can have a strategic as well as financial impact. With the third strategy, blue chip companies partner with start-ups to leverage the agility and innovation of smaller companies. Last but not least, with the fourth strategy, companies can build their own competitive solution by taking inspiration from start-ups or new competitors while using their own scale, brand, and financial resources to build it in-house.

The author supports these theories and his arguments with suitable and interesting real-life examples. For instance, he puts forward the very familiar case of Kodak and how they didn't miss the technological shift and opportunity it provided because of being shortsighted but because they focused on their current, successful business rather than imagining and taking the necessary steps to stay competitive in the future. The problem was not that Kodak was unaware of the change but that they didn't understand that they couldn't fight change and instead needed to take the necessary steps to incorporate it. In his conclusion, Knox argues big companies will need to adopt a mixture of these strategies in order to transform their companies, implement change, and make their companies more future oriented.

Predicting the Turn provides a quick and interesting read of how to gain a deeper understanding of what challenges and opportunities technology and digitization provides for big companies. Clear, hands-on advice is given on what strategies can be followed in order for these bigger companies to embrace change and stay competitive in a fast-changing environment. While this book is targeted mainly to people who work at larger companies, it still provides an interesting overview and underlines the crucial problem that most companies, no matter their size, have to deal with, which is staying relevant and competitive in today's world. ↪

Home for HENRYs: Meet the New Customers Home Décor Marketers Are Searching For: High-Earners-Not-Rich-Yet

Pamela N. Danziger, Paramount Market Publishing, 2017

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should start off by saying that when I first saw the very long title of this book, I was a complete skeptic about what seemed to be a made-up demographic target for the home market. I kept saying to myself, well of course younger millennials want to have a cool, hip home to reflect their unique personality, all at a price they feel they can afford. Isn't that why even this empty nest Gen Xer and her Boomer husband are watching all these HGTV shows?

But as I read this book, I began to understand why this is actually a relevant demographic, and it finally became clear to me why my 23-year-old investment banker son was adamant about buying from West Elm (a Williams-Sonoma-owned retailer of contemporary furniture designs and housewares) for his tiny bedroom, in a shared apartment, even though I could have easily found him things at Home Goods or Overstock.com. West Elm speaks to him, while the other brands do not. West Elm shows him how to put things together for his lifestyle, helps him pick out paint color, and even directs him to places to get inspiration. The West Elm brand connects with him because it is tailored to his lifestyle and makes him feel comfortable with his decisions. Most importantly—it is not his mama's brand.

While *Home for HENRYs: Meet the New Customers Home Décor Marketers*

Are Searching For: High-Earners-Not-Rich-Yet clearly outlines how this thinking is applied to the home décor market, I believe this book is something that all marketers who deal with those high earning but not yet rich millennials, or as coined by the author as The HENRYs, should read and try to apply the outlined thinking to any category. Pamela N. Danziger's book highlights and provides interesting and relevant insights into how the young affluent HENRYs, also known as High Earners-Not-Rich-Yet consumers, have a unique viewpoint and motivations for their purchase decisions. The HENRYs define luxury and status differently from previous generations, especially for the home. To quote Danziger, "They outwardly reject the ideas of parents and grandparents in favor of concepts that are more practical, functional, inclusive, democratic, responsible and ultimately more affordable... reject their parent's status symbols in favor of symbols that communicate to their peers which tribe they belong to."

To connect with this target, Danziger feels marketers must shift from traditional rational benefits to creating an emotional experience that make a personal connection with this target through authenticity, good value, and not being overly exclusive. For HENRYs, when a company sells a brand

through rational benefits it converts that brand into a commodity.

A fun analogy in the book is the trend toward the tiny house mindset. Even if HENRYs might not be buying a tiny house, the mindset is that it's not the amount of goods that are accumulated, but rather what those items say about the owner. As Danziger says, "These consumers crave connections — they are drawn to a story or experience they can relate to." For example, HENRYs may buy eight dishes for \$50 at Ikea but are proud to showcase their cherry red \$200 KitchenAid countertop appliance.

To this end, this book is a must read for any marketers targeting millennials. To HENRYs, luxury is a mindset not a price point. This book provides an important perspective on how this high-earning, youthful, but not yet rich target group think, behave, and possibly connect with your brand.

The home market has begun to understand and tap into this target, believing "it is essential to rethink the meaning of what 'luxury' and 'value' mean to this new generation." The lessons showcased for the home market can be applied to brands in other categories as well. 🐣



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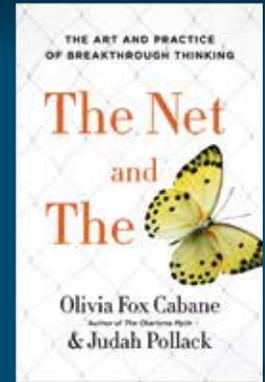
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The Net and The Butterfly: The Art and Practice of Breakthrough Thinking

Olivia Fox Cabane & Judah Pollack, Penguin Random House, 2017

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“Breakthrough ideas, like butterflies, arrive unpredictably. But with the right net, you can increase your odds of catching a moment of creative genius.”

The Net and The Butterfly: The Art and Practice of Breakthrough Thinking has an obsession with butterflies, starting with its front cover art (a visual of a butterfly instead of the word) and chapter titles that integrate butterfly themes. This obsession can initially mislead the reader into thinking that *The Net and The Butterfly* is one of those fluffy how-to business books that regurgitates case studies and stories you have heard before but in the end don't really give you any insights into new ways of thinking. *The Net and The Butterfly*, however, is actually a serious, informative book, with well-thought-out chapters that are written by authors with real street cred in the area of breakthrough/innovative inducing thinking.

The authors, Olivia Fox Cabane and Judah Pollack, met when they were both faculty of Stanford's StartX, a non-profit business incubator associated with Stanford. Cabane is the former Director of Innovative Leadership for StartX and the author of *The Charisma Myth: How Anyone Can Master the Art and Science of Personal Magnetism*. Pollack is a former StartX faculty member and is currently a lecturer at the University of California, Berkeley's Haas School of Business. Unlike many academics, whose experience can be primarily ivory tower, both authors consult heavily in the business world and in fact use some of their specific

consulting projects, in addition to ones they were not involved in, to show how their recommended approaches achieved results. Cabane and Pollack provide examples from a wide range of categories and demographics, from the U.S. Army Special Forces to Barilla pasta to Olympic coaching.

In *The Net and The Butterfly*, Cabane and Pollack share recent neuroscience discoveries mixed in with references to historical breakthrough thinkers such as Charles Darwin, Marie Curie, and famous people you might not expect to be examples, such as the Rolling Stones. Also included are the not-so-famous characters such as helicopter mechanics whose shared love of NASCAR helped them solve a windshield replacement problem, which in turn saved U.S. taxpayers millions of dollars.

Cabane and Pollack define innovation as “sudden advances in our knowledge or understanding that moves us past a barrier and allows us to see and understand in new ways.” They identify and discuss four specific and distinctly different ways that innovation can occur:

- “Eureka Breakthroughs” happen when not even thinking about the issue at hand and a fully formed insight and immediately applicable solution suddenly presents itself.
- “Metaphorical Breakthroughs” have ties to recent neuroscience discoveries where the brain connects two different ideas that may not appear to be related, and this connection then presents a pathway to uncover a breakthrough idea.

- “Intuitive Breakthroughs” are insights that generally don't make logical sense but help point one in the right direction to solve a problem.
- “Paradigm Breakthroughs” represent a change in the way of thinking that may not have an immediate application.

The Net and The Butterfly focuses on both the positives and negatives of trying to create an environment of breakthrough thinking. The first half of the book focuses on what you can do to create a more innovative thinking/breakthrough-inducing environment. The second half focuses on innovation blockers, which are situations, “debby downers,” and states of mind that can kill the opportunities for breakthrough thinking. The authors also outline ways that you can overcome these blockers.

I especially liked the chapter that talked about the six different mindsets and approaches you should use to evaluate potential breakthrough ideas. The authors used different colored hats to quickly convey this idea, which might have sparked my affinity for this chapter. As I read about the hats, I couldn't help but think of the “Do you like my hat?” iterate refrain from Dr. Seuss's *Go Dog Go*, which I read innumerable times to my children.

For anyone interested in recent neuroscience discoveries and their ties to helping create breakthrough thinking, *The Net and The Butterfly* is a book worth picking up, even if you are someone who does not like butterflies. 🦋

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