SOCIAL-MEDIA LISTENING IN COLOMBIA
Using Conflict Maps to Track Public Sentiment

Mission: Kid Possible
Moderating Tools to Work with Kids & Teens

Getting More Mileage from Online Homework

Some of the Key Trends Now Shaping Insight Communities
Thankfully, Schlesinger Associates Does Both

Actually, we can't promise to improve your social life. However, we will deliver the right market research solutions to fit your exact requirements. Whether it is qualitative or quantitative, Schlesinger Associates is your resource for complete global data collection services.

Tel. +1 866 549 3500

YOUR GLOBAL RESEARCH PARTNER, ANYWHERE, ANYTIME.

Recruitment  Focus Groups  Online  Technology  Global Project Management

SchlesingerAssociates.com
18 facility locations
1.4 million panelists
Expanded service offerings

Qualitative and Quantitative Research Solutions
On-site or online, we have you covered.
Table of Contents

48

Social-Media Listening in Colombia:
Using Conflict Maps to Track Public Sentiment

Global Research: Social-media analysis and conflict maps illustrate how a controversial TV series in Colombia provoked an emotional communication crisis of social power and economic consequences via Twitter and Facebook.

12

What Is a Mother?
Using Semiotics to Find a New Cultural Space for Baby Diapers

Schools of Thought: In this review of a major client project, Dr. Laura Oswald explains her use of semiotic analysis to identify an appealing cultural positioning for a diaper brand in order to distinguish it from the category leader.

18

Biometrics in Research:
Using Brain Science to Reveal Human Emotions

Trends: What if we could reveal the deep, emotional drivers that account for the “why” of human behavior and opinion? This article describes what biometrics is and how to use it. In this case study, utilizing biometrics elevated communications testing for Alaska’s Department of Transportation.
You Know the Place.

GET TO KNOW THE FACE.

TED WATSON, COO
Marietta College, Moses Brown School
RESEARCH PASSIONS: Hispanic & Latino Research
WEEKEND PASSIONS: Skiing, Golf, Photographer
VOLUNTEER PASSIONS: Business Development Director for The Latino Provider Network, US Rowing Referee, South County Land Trust, RI Forest Conservator’s Organization, Wood Pawcatuck Watershed Association
KEY ROLES: Business Development, Consumer, Medical & B2B Panel Growth

JAY WHITE, PRC CEO
University of Baltimore, Towson University
RESEARCH PASSIONS: Role of atmospherics in fueling respondent creativity
WEEKEND PASSIONS: Gardening, Grandparenting
VOLUNTEER PASSIONS: Chair of MRA’s Standards & Ethics Committee
KEY ROLES: Corporate Communications, Human Resources

TED DONELLY, PhD, PRC Managing Director
Penn State University, University of Edinburgh
RESEARCH PASSIONS: Soft sell advertising & new product development
WEEKEND PASSIONS: Hockey & Coaching Youth Sports
VOLUNTEER PASSIONS: MRA Vice Chairman, PRC Board of Directors
KEY ROLES: Business Administration & Methodology Guru

Get to know us better. Give us a call to find out how we can help you stick the landing on your next project.

BALTIMORE RESEARCH
www.BaltimoreResearch.com 410.583.9991
Focus Groups I Depth Interviews I Ethnography I Central Location Tests I Surveys
24 MISSION: KID POSSIBLE... Moderating Tools to Work with Kids & Teens

TOOLBOX: It really is a two-for-one package when you interview kids — mom and dad are always involved, whether you like it or not. The best kid-and-teen moderators partner with the parents to facilitate respondent cooperation and maximize insights.

32 GETTING MORE FROM ONLINE HOMEWORK

TOOLBOX: Using homework and online collection methods to augment in-person interactions can generate more insights and reduce researcher stress. Veteran moderator Jim Bryson details the hows and whys, along with three case studies in which homework proved invaluable.

40 BEHAVIORAL ECONOMICS IN ACTION: Laying the Groundwork for New Behaviors

TOOLBOX: Behavioral economics offers many tools that QRCs can use to help their clients create behavioral shifts in how customers select products. Here’s a practical framework for doing so.

54 COMMUNITIES, BUT NOT AS WE KNOW THEM: Some of the Key Trends Shaping Insight Communities

ONLINE QUAL: Stephen Cribbet provides a greater understanding of what is happening today with online insight communities (MROCs).

58 WHAT A MODERATING VETERAN HAS LEARNED FROM OWNING A FACILITY

BUSINESS MATTERS: Paul Jacobson describes the behind-the-scenes activities of running a focus group facility and offers five key tips for QRCs who are working with a facility.

61 | A CHAT WITH BRIAN BARTON

QRCA VIEWS PODCAST: In our newest podcast, QRCA Podcast Editor Mike Carlon talks with Brian Barton, owner of New England Marketing Research, who shares his views on where the qualitative industry is heading.

62 | THREE NEW REVIEWS

BOOK REVIEWS: VIEWS editors give in-depth reviews of two new books for qualitative researchers: Attack of the Customers — Why Critics Assault Brands Online and How to Avoid Becoming a Victim and Stop Talking, Start Communicating — Counterintuitive Secrets to Success in Business and Life, as well as a classic must-have that belongs on every QRC’s bookcase, How to Get Your Point Across in 30 Seconds or Less.

8 FROM THE EDITOR-IN-CHIEF

10 FROM THE PRESIDENT

11 INDEX OF ADVERTISERS

FEATURE EDITORS
Book Reviews: George Sloan, gdsloan@yourcustomer.com
Business Matters: Mike Carlon, mjcarlon@mac.com
Humor: Joel Reish, joel@nextlevelresearch.com
Global Research: Pat Sabena, psabena@qual.com
QRCA VIEWS Podcasts: Mike Carlon, mjcarlon@mac.com
Qualitative Toolbox: Susan Saurage-Altenloh, ssaurage@saurageresearch.com
Schools of Thought: Suzanne Klein, skklein@verizon.net
Tech Talk/Online Qual: Ted Kendall, tk@thethreecloset.com, and Mary Aviles, connect4mary@mac.com
Travel Wise: Deanna Manfredi, deannaman@aol.com
Trends: Shaili Bhatt, shaibh@crresearch.com

THE OFFICIAL PUBLICATION OF THE QUALITATIVE RESEARCH CONSULTANTS ASSOCIATION

Spring 2014
Wouldn’t it be great if you had something interesting to say?

We can help.

Whether you want to enhance your moderating skills, learn new qualitative methods or add “storytelling” to your results presentations, Burke Institute will deliver. For over 35 years we have been helping research professionals increase their value in the marketplace with hands-on, high impact seminars. See what we can do for you.

Knowledge is power.

Upcoming Burke Institute Seminars:

C01 Writing and Presenting Marketing Research Reports: Insights, Storytelling, Data Visualization

Q02 Specialized Moderator Skills for Qualitative Research Applications

Q03 Next Generation Qualitative Tools: Social Media, Online Communities, Virtual Research Platforms
Greetings! I am excited and grateful to be taking on the role of VIEWS Editor-in-Chief and to have the chance to work with such an outstanding group of authors and editors. Our mission, as always, will be to build on the momentum that former Editor-in-Chief Laurie Tema-Lyn created to produce great content for qualitative researchers to help us grow and prosper professionally and in our businesses.

I have been on the VIEWS committee for seven years in a variety of Feature Editor roles. As VIEWS is a virtual barometer of where our field is heading, I have witnessed a dramatic shift in the nature of the articles we print. Back in 2007, our articles focused on how to succeed in an industry where research was primarily conducted face to face. While many of our readers continue to thrive as traditional moderators and qualitative researchers, most of us now integrate technology into our work, and the Spring 2014 article lineup reflects this shift.

In this edition, we offer several articles that extend and reinforce bread-and-butter skills. Pam Goldfarb Liss shares her knowledge of how to do research with children and teenagers. Jim Bryson (who founded VIEWS in a magazine format twelve years ago) writes about the value of assigning online homework to participants before the study begins, how to integrate it into a study and when to bring it online. Deanna Manfredi outlines a framework for incorporating behavioral economics into research design where the goal is to encourage behavior change within a target audience. To outline her approach, Deanna draws from a case study involving message testing with physicians.

If you have ever wondered about what it is like to run a facility, Paul Jacobson offers us an insider’s view. Prior to running a facility, he worked as a research buyer for an advertising agency and then as a moderator. This will be a useful article for those of us who are thinking about where else we can apply our skills to make a living.

Laura Oswald gives us an introduction to semiotics by showing how she used its principles to update the branding strategy for an established product. Within the realm of online insight communities (aka MROCs), Stephen Cribbet describes how moderator skills, community management and platform technology have evolved to produce a “new behavior of active collaboration and near-real-time engagement.” This piece should interest QRCs who want to know how to set up a long-term online community to maximize human relationships.

In “Biometrics in Research: Using Brain Science to Reveal Human Emotions,” Peggy Moulton-Abbott offers a primer on biometrics that gives the reader a basic understanding of this emerging field. Using a case study from the Alaska Department of Transportation, where biometrics was used to select the most effective anti-drunk-driving PSA, she shows how to interpret the tracking of heart rate, facial expressions, galvanic skin conductance and eye movement to get a clear read on people’s reaction to messaging.

Maria Angelica Aya Zarate writes about pro bono work that her Colombian advertising agency conducted to measure changes in public sentiment by monitoring social-media campaigns against a TV show that glamorizes paramilitary operations. Maria describes how her team used social-network analysis and qualitative-content analysis to track changes in tweets and Facebook posts as the campaign evolved.

This issue’s book reviews focus on books that will help you strengthen your effectiveness as a communicator, both in person and online: Attack of the Customer, Stop Talking Start Communicating and How to Get Your Point Across in 30 Seconds or Less. We have designated this last book as a “classic” because it should be on every QRC’s shelf.

The VIEWS editors have worked hard to bring you this fascinating lineup of articles, and we hope that you find them valuable and interesting. As always, please get in touch with me with feedback and ideas for how we can make VIEWS even more relevant to you. Happy spring!
We'd like to ask that you look past the promises other research firms make and just call us in the first place. You'll get the work done faster, better and with fewer headaches. We're here to make it happen and we prove it every day.

Consistently Top Rated in the Impulse Survey — We can handle your project anywhere.
Where I live in the States, spring has sprung. And with it comes a season of new opportunity, fresh perspective and optimism for what the future holds. As I finally get around to dusting cobwebs from the corners of my home that never see the light of day, I take an inventory of what is and is not working well, identify trouble spots and seek out solutions and new organization systems to help make our household run smoothly for the year ahead.

Spring fever grabs me as I try to do the same in other areas of my life as well, including my work. I take an inventory of what has worked well (or not) in the past year — systems that have successfully helped me achieve my goals, the outcomes of new techniques that I have utilized and the tools and technologies that I made absolutely no progress in further investigating, all of which are ready for exploration in the year ahead.

This year, I took part in a six-week journey that included introspective activities, group discussion and weekly exercises. Each week, all the participants in the group drew a card from the stack with a mission for the week that would help them stretch or grow as a person, build stronger relationships or impact the community around them. Each card had a clear task, followed by the seemingly simple instruction: “Then do it.”

That final instruction on the card called for action. “Then do it.” That directive made it clear that having great intentions to do what was listed on the card was not enough; it was the act of following through that would facilitate personal growth.

This season is an opportune time to dust off the things we had every intention of getting to in the past year, to identify the new things we need to achieve and to prioritize — but this time, move forward with a plan of action.

As the transformative power of spring helps us clean house, it also offers us a bright opening for reinvention. To remain true partners to our clients, we must commit to remaining up to speed on tools available to us. Yet we must remain selective. Every shiny technique or new platform is not necessarily right for any given project, but we must remain relevant to our clients, so that they always have the broadest toolkit of options available to help achieve their goals.

The qualitative industry itself is in a period of reinvention. Consider the exciting evolution of our entire research industry — emerging and customized technologies, social-media research, quant-qual hybrids and mobile-enabled and video-enhanced research. And those of us in qualitative research are lucky enough to have our fingerprints all over these, and they are marks worth keeping.

So, as you dust off the cobwebs and begin your own personal spring cleaning, consider the ways in which you may grow, stretch and transform in the year ahead to be the most valuable partner possible to your clients. Take an inventory of what is working well and what needs to change. Tune in to new technologies, tools, techniques and approaches that may bring new light to the learning that you and your clients desire so deeply. Then do it.
THANK YOU TO OUR VIEWS ADVERTISERS!

ACCE ............................................................... Back Cover
www.acceintl.com • 905-828-0493

Adler-Weiner Research Company ........................ 17
www.awres.com • 847-675-5011

Baltimore Research .............................................. 5
www.baltimoreresearch.com • 410-583-9991

Burke Institute ................................................... 7
www.burkeinstitute.com • 513-684-7616

ClearView Research, Inc. .................................... 63
www.clearviewresearch.com • 847-827-9840

Consumer Opinion Services, Inc. ......................... 9
www.cosvc.com • 206-241-6050

Creative Consumer Research ......................... 27
www.ccrsurveys.com • 281-240-9646

Dawn Smith Field Management ......................... 66
www.signature-research.net • 416-696-8400

Decision Drivers .............................................. 64
www.decisiondrivers.com • 201-391-0073

Fieldwork ...................................................... 29
www.fieldwork.com • 888-873-6287

Focus Forward ............................................... 56
www.focusfwd.com • 212-626-9060

Focus Groups of Cleveland ............................... 43
www.focusgroupsofcleveland.com • 216-901-8075

Focus Pointe Global ...................................... 3
www.focuspointeglobal.com • 888-873-6287

FocusVision Worldwide, Inc. ............... 23
www.focusvision.com • +1-800-433-8128

InsideHeads ................................................. 15
www.insideheads.com • 877-464-3237

Interactive Video Productions, Inc. .................. 37
www.interactivevideo.com • +1-732-970-9446

JS Martin Transcription Resources .............. 62
www.jsmartintranscription.com • 818-691-0177

L & E Research ............................................ 35
www.leresearch.com • 877-344-1574

Leading Edge Communications, LLC .... 53
www.leadingedgecommunications.com • 615-790-3718

National Field & Focus, Inc. .............................. 11
www.nff-inc.com • 508-370-7788

Opinion Search, Inc. ...................................... 30
www.opinionsearch.com • 1-800-363-4229

Paramount Market Publishing, Inc. .............. 66
www.paramountbooks.com • 888-787-8100

Puzzle / Paris ............................................. Inside Back Cover
www.puzzleparis.com • 011+33-1 42 68 12 26

QUALocator ................................................ 21, 47, 65
www.qualocator.com • 888-707-7141

Research House, Inc. .................................... 45
www.research-house.ca • 800-701-3137

RIVA Training Institute ................................. 61
www.rvainc.com • 301-770-6456

Schlesinger Associates, Inc. .................. Inside Front Cover
www.schlesingerassociates.com • 866-549-3500

Think Group Austin ........................................ 62
www.thinkgroupaustin.com • 866-584-4659

Triplescoop Premium Market Research ...... 11
www.thetriplecoop.com • 303.325.6705

Trotta Associates ......................................... 22
www.trotta.net • 310-306-6866
Using Semiotics to Find a New Cultural Space for Baby Diapers

By Laura R. Oswald, Ph.D.
Director ▪ Marketing Semiotics Inc. ▪ Chicago, IL ▪ loswald@marketingsemiotics.com

The semiotic analysis identifies a unique cultural positioning for the brand and consumer segment, based upon their shared interpretation of cultural categories.

Semiotics is a social-science discipline that anchors the study of signs and symbols in cultural codes. Although the semiotic analysis of marketing texts — from ads to environments in which services are performed — forms the initial stage of semiotic research, the contributions of semiotics to marketing extend beyond rhetorical or textual interpretation, and they are not limited to the analysis of a single text.

The strategic application of semiotics to marketing situates the meaning of any given text in the broader framework of the codes that structure meaning in the competitive set, the product or service category and, ultimately, in the broader cultural context. It also identifies semiotic tensions between consumer statements and the meanings communicated by their lived environments, behaviors and product choices.

Semiotics-based consumer research employs specific methodologies for recruiting, collecting data and data analysis:
- Semiotics takes a big brushstroke approach to the patterns that structure consumer behavior, cultural trends and brand meaning.
- Data is drawn from consumer research, advertising for the category and cultural texts, such as popular books or websites.
- The semiotician analyzes the data to find dominant values, or codes, for a consumer segment. In the example presented here, codes that structure the meaning of diaper brands included motherhood, being a woman in society and ideology.
- The semiotic analysis identifies a unique cultural positioning for the brand and consumer segment, based upon their shared interpretation of these cultural categories (i.e., the “Good Mother,” the metrosexual male, etc.). Consumers usually play within the extremes of each binary: they are not entirely good or bad, masculine or not masculine and so on.

The Use of Semiotics for Brand Positioning: “Mom’s Best” Diapers Case
This article illustrates these methods in a brief summary of a 2005 project that involved two competing diaper brands. Within this article, we will call our client’s brand “Mom’s Best” diapers. Our firm, Marketing Semiotics,
employed semiotic research to identify a distinctive cultural positioning for Mom’s Best diapers that would differentiate it from Pampers, the category leader. The study included advertising research, cultural research and qualitative research with consumers. Some of the study details have been changed to protect proprietary findings and to illustrate with clarity the applications of semiotics to qualitative research.

Phase I. Competitive Advertising Research
Research began with a semiotic analysis of the dominant codes associated with diapers, babies and mothers in competitive advertising for Mom’s Best.

Findings. The category is structured by a cultural paradigm that equates “dryness” with godliness and control of nature. Advertising associates dry diapers with the myth of the “Good Mother.” Pampers claimed leadership of the category because it has traditionally owned the “Good Mother” positioning. Competitors typically played within the Good Mother space in order to avoid being associated with its binary opposite, the “Bad Mother.”

Phase II. Cultural Research
Secondary research identified emergent codes related to women and babies in popular culture, as represented in magazines, self-help books and the work of experts, and in new products in the baby and maternity categories.

Findings. At the time of the research, a Newsweek magazine (February 2005) cover, titled “The Myth of the Perfect Mother,” showed a woman with a half dozen arms, each one accomplishing a different role, from holding a baby to cooking to doing business. The image captured something of the stress that new mothers experienced in the face of growing expectations about their “goodness” as mothers.

Judging by the plethora of new products and technologies on the market, women who juggled career, homemaking and motherhood sought “Good Mother” status by out-buying and out-working their peers who stayed at home. Expensive prams, designer clothing and new technologies for feeding, teaching and washing baby seemed positioned to assuage the insecurities of these mothers.
Although some consumers identified closely with the Good Mother ideal, others communicated dissatisfaction with unrealistic social expectations and even referenced popular characters in film and television that celebrated the Real Mother.

We identified an emergent theme in popular culture that debunked the Good Mother myth by showing real, imperfect women dealing with motherhood on their own terms, often using humor to release tensions about these cultural expectations. Television shows like “Roseanne,” “Nanny 911,” “The Simpsons” and “Family Guy” exemplified this trend.

Phase III. Qualitative Research

The first two phases of research identified the broad cultural codes associated with the diaper category. We conducted focus groups in three markets to add flesh to these findings and identify any regional differences that would account for different perceptions of consumers in different markets. We recruited first-time mothers, who were likely to be more susceptible to social pressures than more experienced moms. Groups were segmented into working mothers and mothers who chose to stay home or work part-time. The research protocol moved from the discussion of lifestyles and media choices to cultural values associated with parenting, shopping for baby and brand perceptions, including but not limited to diaper brands. The protocol included projective tasks to elicit free associations with concepts such as motherhood, personal wellbeing and life goals.

Findings: Consumer perceptions of diaper brands confirmed our finding about the prevalence of the Good Mother myth in the category. Respondents in both working and non-working groups communicated tensions in their own lives between their personal goals and the social
Insideheads
ONLINE FOCUS GROUPS SINCE 1998
OVER 100,000 PARTICIPANTS HEARD

Go with experience
Full service or DIY
Free training

Yes, we recruit!

Insideheads.com
877-IN-HEADS

Proud member and supporter:

QRCA
MRA
American Marketing Association

Online Focus Groups

Inclusive
Ages 8 to 80+
Any language
Any internet connection
(even dial-up)
Any device with
a browser
Across the globe

Efficient
90 minutes
15+ participants
45+ questions
Unlimited observers
Live interpreters in
any language

Real-time group chats

Flexible
Full Service or DIY with ad hoc support
Branded to you or your client
Text only, or text +
moderator audio

Affordable
No licensing fee, pay
only when needed
Free training +
guidance from
experienced online
moderators
Free groups for trials,
demos + gratis projects
Full credit for
group cancellations
No rescheduling fees

Easily assign + collect
homework
before + after
group discussions

Effective
Uninhibited + revealing
discussions
Display text, images, videos + live websites
Instant transcripts
Time-tested, stable + secure facility
24/7 system monitoring

Call today for a free account

QRCA Members Get 20% Off All Services

In semiotics, the binary analysis classifies data into cultural categories, such as gender and age, and analyzes them into pairs of contrasting terms, such as masculine/feminine and young/old.

The paradigmatic system: The paradigmatic analysis accounts for parallels between the terms of multiple binaries, creating the paradigmatic system. To cite a very limited example, in Western culture, the masculinity/femininity binary is traditionally paired with binaries such as power/vulnerability. The series of potential associations is endless.

Structuralists: Structuralists are concerned with systems or structures, rather than with referential meaning. Ferdinand de Saussure, the founder of modern linguistics, was a pioneer of structuralist thinking. His work undergirds much of semiotics today.

By mapping the Good Mother myth on the semiotic square, we identified a liminal cultural space between wet and dry, good and bad [Figure 1]. The semiotic analysis shifted focus from mythology to reality and positioned Real Mothers against the dominant Good Mother myth. The Mom's Best mother would keep baby “dry enough,” rather than strive for perfection, because she values happiness and well-being over perfection.

The new cultural positioning also reflected the broader cultural trends and representations of women that we identified in the analysis of popular culture. Like Roseanne and Marge Simpson, the “Mom’s Best” mother would emphasize happiness over perfection and would touch real women through humor and compassion.

References


A Brief Semiotics Glossary

The binary analysis: In semiotics, the binary analysis classifies data into cultural categories, such as gender and age, and analyzes them into pairs of contrasting terms, such as masculine/feminine and young/old.

The paradigmatic system: The paradigmatic analysis accounts for parallels between the terms of multiple binaries, creating the paradigmatic system. To cite a very limited example, in Western culture, the masculinity/femininity binary is traditionally paired with binaries such as power/vulnerability. The series of potential associations is endless.

Structuralists: Structuralists are concerned with systems or structures, rather than with referential meaning. Ferdinand de Saussure, the founder of modern linguistics, was a pioneer of structuralist thinking. His work undergirds much of semiotics today.
Jump in. Join us.

Renowned recruiting for:
- Focus Groups
- In-Depth Interviews
- Ethnographies
- Telephone & Online Interviews

Facility Locations:
- Chicago, IL | 312.944.2555
- Lincolnwood, IL | 847.675.5011
- Los Angeles, CA | 310.440.2330
- Orange County, CA | 949.870.4200

ADLER WEINER RESEARCH
Expect the BEST, Experience the EXCELLENCE

www.adlerweiner.com
BIOMETRICS in RESEARCH:

Using Brain Science to Reveal Human Emotions
As a marketing research industry professional, how certain are you that the data you have collected all these years is absolutely valid, honest, expressed with emotional clarity and truly believable? We have all had those moments when a data set comes in looking off or when a study participant makes a pronouncement that just does not pass the sniff test.

A common complaint from marketing researchers over the last 20 years is that people do not know their own minds and that they are out of touch with their emotions. Giving them the benefit of the doubt, our research participants are human beings. They are quirky, distracted, bashful, embarrassed and basically honest, with little conscious intent to deceive. Yet, often, they are emotionally impoverished or simply overwhelmed by the demands we put on them to render a definitive judgment on a given subject — in a setting that is, at best, unusual and, at worst, contrived or even threatening.

While we have great tools at our disposal for asking people their opinions, we are still blending art and science — even when the stats are robust, they are still based on human response, which is flawed and irregular.

By now, you have undoubtedly seen all the evidence that human beings do not really make their behavioral decisions based on rational logic but rather on emotion. Marketing research curmudgeons claim that just asking people what they think yields biased answers that do not result in reliable projections of behavior — that respondents cannot be counted on to give us the real answer, since they often do not consciously know it themselves.

For years, brain scientists have been trying to unlock the black box that is the human mind, and not just so that marketers can figure out how to sell things. This black-box paradigm stated that the activity of the brain cannot be validly observed with a real live person, for a whole host of physical, logistical and financial reasons.

But, what would it look like if you could get inside the black box of the human brain? And how would you apply what you found there to a marketing research problem? What would knowing a person’s true emotional reactions to a product, concept or media message mean to the applied marketing researcher? What if we could reveal the deep, emotional drivers that account for the “why” of human behavior and opinion? Biometrics is designed to do just that.

How It Works — the 4 Measures of Biometrics Communications Research

Modern biometric-communications research consists of four measures of human biological functioning. Each one has a distinct purpose in the overall method, and all four work together to reveal what people are really feeling and thinking at a given point in time. Here are the essentials, with the basic points for understanding how each measure is gathered, why it matters and how it is interpreted.

#1. Heart Rate

Psychological Meaning = Attention
Most of the time, our hearts probably pump at a fairly steady pace, within normal bounds. Everybody is aware that our hearts speed up with exertion or stress, as in the fight-or-flight syndrome. However, it’s a lesser-known — and somewhat counter-intuitive — fact that our heart rates slow down when we are highly engaged. When something is very interesting, our heart rate slows down because we are paying close attention.

Ergo, monitoring a respondent’s heart rate while showing a product, concept or mediated message demonstrates how much attention he/she is paying to the subject matter. From this, we may draw conclusions about how engaged respondents are with the stimuli we show them.

Perhaps one of the most powerful aspects of measuring heart rate is demonstrated by what is known as “encoding” or disengagement. The ability to understand what causes a person to mentally “check out” is powerful to marketers because it shows what to avoid in the design.

Physiological Basis = ECG (electrocardiography)
In a biometrics study, a lightweight cuff containing a sensor to measure the heartbeat is placed on the participant’s arm.

#2. Facial EMG

Psychological Meaning = Positive and Negative Emotional Valence
Whether done by law enforcement or military interrogators, mothers of toddlers or focus group moderators, reading people’s faces is proven to reveal what they are feeling.

We have all heard the old cliché, “I can read you like a book,” and it is true — the vast majority of people expose their emotions through facial expressions. No matter how good the poker face, subterranean muscle activity is always going on around the eyes and mouth that reveals true emotion. The science of reading facial expressions is based on years of psychological, sociological and forensic study.

These scientific studies have revealed the exact nature of that muscle movement and matched it up to basic human emotional states, and now it can be reliably used to identify how a respondent feels about the stimuli being tested in a biometrics study. Since we know that
most people cannot seem to utter the actual words that describe the seven emotional states, we can now stop asking respondents, “How does that make you feel?”

**Physiological Basis = EMG (electromyography)**

EMG is a technique for evaluating and recording the electrical activity produced by skeletal muscles. Out of the four measures of biometrics, EMG is the one that involves the most prep time and touching of the respondent. In a simple procedure that takes about 10 minutes, a technician cleans the skin and places three sensors above the eyebrow, three below the eyebrow and three more from the corner of the mouth to the edge of the cheek.

#3. Galvanic Skin Conductance

**Psychological Meaning = Arousal / Intensity of Emotional Response**

When we humans are aroused by a stimulus, our eccrine sweat glands become active. Ever notice how your hand feels a little moist in situations where your emotions are high? Those are your eccrine glands revealing how emotionally stimulated you are.

When we expose a respondent to an ad, a product, a concept or an idea, we want to know how it makes them feel — do they love it or hate it, and how much? Galvanic skin conductance can tell us how intensely they feel about it.

**Physiological Basis = Eccrine Sweat Gland Activity**

Galvanic skin conductance works on the principal that the rising level of sweat in the gland increases the conductivity of skin surface. In this measure, the respondent washes his/her hands with soap and water, and then a technician attaches two disposable sensors to the heel of the respondent’s hand.

#4. Eye Tracking

**Psychological Meaning = Perceptual Attention**

It is easy to see what someone is looking at, but it is not always as simple to identify the exact area in which they are focusing or how long their gaze rests in a given area. We can, and do, ask respondents what caught their eye, but do they always remember, and can they accurately report it? Graphic designers and ad men spend a lifetime trying to capture the gaze with eye-catching elements in advertising and packaging. What is hard to predict is which elements of a design will have the most stopping power and if that changes depending on placement, size or a myriad of other variables. Eye tracking solves this riddle once and for all.

**Physiological Basis = Patterns of Eye Movement and Focus**

Eye tracking can now be done with multiple devices, but the traditional approach is for the respondent to sit in front of the stimulus, and a camera-like device that locks in on the respondent’s pupils tracks where he/she looks and how long he/she focuses on that area. In a newer technology, the respondent wears lightweight eyeglasses that accomplish the same purpose. The advent of the glasses has allowed eye tracking to get up and move around the environment, such as in a store aisle.

You may be thinking that this method sounds like a very contrived or “lab rat” experience for the participant, but surprisingly, most respondents say it doesn’t feel that way. People quickly forget about the sensors, just as they forget a one-way mirror in the focus group room.

The primary source of information for this article is one of the method’s pioneers, Dr. Paul Bolls, at the University of Missouri, Co-Director of the PRIME LAB there, and Scientific Director of the biometrics research provider, ComScience Minds. Dr. Bolls has spent years engaged in scientific research on how our brains react to marketing messages in an academic setting, and he now brings this experience to the applied world of marketing research.

**Biometrics in Action**

Consider this very successful case study from Dr. Bolls of how biometrics helped determine the best approach to getting attention for an important problem and encouraging behavioral change via a media messaging campaign.

**Case Study — Alaska Department of Transportation, Testing Highway Safety PSAs**

Alaska is a vast landmass with thousands of miles of less-than-optimal highways. The state has a disproportionately large demographic cohort of young adult males who do not always use the best judgment on these sub-par roads. Add to this mix the extreme weather conditions and a season in which the sun never shines, and you have a recipe for highway safety disaster.

Alaska’s Injury Prevention Center wanted to find out what sort of mediated messages would be most effective in getting attention from and motivating behavioral change among male drivers aged 20 to 30. Enter Dr. Bolls and his...
Precise

Looking for the best brick-and-mortar venue for conducting projective techniques with your next focus group? Seeking a tech provider to facilitate a few virtual IDIs? Need a user-friendly platform for an online diary project? QUALocator® helps you find exactly what you need.

QUALocator®️’s multiple, simultaneous filter-and-sort options include facility/provider specialties, research categories, market areas and even recruiting zip codes.

Narrow your search with QUALocator®, now your must-have, must-use resource for more aha! moments.
team of neuromarketers, along with the state's advertising agency and public health officials. The goal was to develop a PSA (public service announcement) campaign that would increase awareness and highway safety in Alaska.

- 75 men aged 20-30 were recruited to participate.
- Respondents participated in all four biometrics measures while viewing PSAs.
- Three highway safety videos were tested. The videos featured three different approaches to calling attention to the issue of unsafe driving and attempting to motivate behavioral change.

The design involved PSA videos categorized by the amount of aversive content. Examples included:

**“Bike” (low aversion)**
We see a young man in a business suit riding a child’s bicycle with a musical score that sounds like a music box. He is carefree and pedaling down a quiet suburban street, with pink handlebar streamers flowing in the breeze. Suddenly, the man is struck by an SUV. But when we cut to the body on the pavement, it is a young girl in a school uniform, and the man is standing beside his SUV looking regretful. The announcer says, “If you’re impaired and hit someone, you’d do anything to trade places with them, but you know what? You can’t.”

**“Catapult” (high aversion)**
Two men walking in the woods come upon a catapult. One man decides to strap himself into the contraption and proceeds to launch himself into the void. We see his shocked buddy, as well as a shoe flying through the air being caught by another shocked onlooker, and the announcer says, “Yeah, makes as much sense as driving without a seatbelt.” The closing shot is an animated graphic with a sound effect of a seat belt and the words, “Click it or ticket. From the Governor’s Highway Safety Office.”

**“Richard” (switched/story-telling)**
We see a casually dressed young man involved in a head-on crash. The announcer explains, “Richard’s internal organs carried on traveling until they hit his rib cage, and his lungs were punctured, and the main artery from his heart was torn. And that’s what killed Richard.” The final graphic shows the caption, “What’s stopping you? Think. Always wear a seatbelt.”

**Case Study Conclusions**
After all the data was analyzed, the following conclusions were reached:

- “Catapult” initially captured attention, but there was very little increase in attention beyond initial response, so the core highway safety message at the end was missed.
- “Bike” was moderately engaging in the opening sequence, but evoked a spike in negative emotion accompanied by withdrawal of attention (encoding), possibly reflective of irritation with the message content. However, the video did elicit message perception, indicating high potential for persuasive effects on the target audience.
- The switched/story-telling approach was most memorable. The video effectively grabbed and sustained attention, despite increased arousal after the opening sequence. It steadily evoked increasing emotional response and perceptions, indicating that respondents’ mental processing of the video was likely to lead to effective emotional response, engagement and persuasion for highway safety issues.
- While respondents could recall the very aversive content, and the biometrics measures proved it very engaging, they admitted in the focus groups that they could not relate to it. As they revealed verbally, young men said they just didn’t identify with the highly aversive content because they were in a state of denial that such awful things could happen to them. This content suffered from a believability problem.

The combination of biometrics and good, old-fashioned qualitative interviewing revealed that the “switched/story-telling” approach was most likely to garner attention and generate self-reported intent to change driving behavior. It was obvious that the elements of graphic depiction of consequences of unsafe driving along with a relatable story created the ultimate recipe for achieving Alaska’s goal of saving lives.

---

**A Multi-Modal Methodology**
While it is tempting to think that biometrics communications research can function as a stand-alone method, it works best paired with a traditional qualitative component. Biometrics measures can expose so much about the “whys” of emotional motivations behind human behavior, but it still requires a skilled moderator to fully uncover the subtleties of what this means in terms of predicting how that will play out in reality.
FocusVision HomeVu

Utilizing mobile devices to stream live in-home immersions

Benefits Include:
- Observe your consumers in their natural environment
- Involve your expanded team
- Reduce the bias from having a large group in the consumer’s home
When you consider the term “mini-consumers,” you might think of kids who are merely little adults. You are both wrong and right.

Unique Kid-Mom Dynamic: Smarter Because They Need to Be

Today’s kids are savvier than mom and dad — in the store, online and even watching TV — from their involvement in purchase decisions of important everyday items like food, electronics and cars, to providing the details for that purchase by “researching” online. This is one influential, opinionated group of consumers who have a stronger-than-ever effect on their parents. And these parents want to involve kids in decisions and choices as both learning opportunities and opportunities to please them.

The idea of mom as the gatekeeper is a bit different now than what it used to be. Instead, consider a new label for mom (and dad because, these days, we cannot forget about his importance as a full partner): gate opener. Thus, the new dynamic might look more like this:

It might begin with mom or dad identifying a need state: “We need a new family van.” But kids — even as young as four or five years old — weigh in their opinions with everything from, “It should be blue” to, “Johnny’s mom loves her Toyota Sienna” and even, “ConsumerReports.org mentions Toyota Sienna as the highest rated for safety, and it has a great upgrade with individual DVD players in every seat!” Kids as young as seven years old (or second grade, here in the U.S.) are already researching online for book

**Figure 1**

Parents Discuss Family Needs

Purchases Made

Kids Research Options

(via WOM, online, TV)
reports and other school projects. They want to apply their consumer savvy to help mom and dad by researching their opinions online or by asking friends and other parents (e.g., “WOM” or word-of-mouth). This dynamic is a new version of “Leave It to Beaver” that puts The Beav in the driver’s seat with Ward and June Cleaver! Thus, parents should be seen as gate openers, not gatekeepers.

**Give Mom and Dad the Key, But Give Kids the Car!**

This balance with mom and dad as the gate openers and kids as the gatherers/sous chefs is one that moderators continue to massage throughout our traditional processes. Figure 2 (below) presents one approach that involves parents throughout the process.

**Moms & Dads Are Your Partners**

As a mom myself, I am sensitive to the fact that not only do I hold the purse strings for my daughter’s desired purchases, but also that I am the guardian of her well-being. This is the perspective from which I create screeners that always first talk to mom and then confirm with the child respondent purchase behaviors and brand familiarity, as well as articulation and creativity. Parents want to know the details of the research and how their children will be able to influence your project. Plus, many are suspect of those sales-oriented gimmick ads that encourage kids to purchase things they do not need.

The five most important details for a two-part, parent-to-child screener are:

1. **Subject of the research** (e.g., “Your child will be asked to try a new beverage.”).
2. **What the child will provide to the research** (e.g., “Your child will influence this manufacturer and help its product team make important decisions.”).
3. **Time commitment needed of the child (and parent).**
4. **Dates and times that the research will take place, so parents and kids are not disappointed if their schedule does not work.**
5. **Money paid to both child participating and parent (for bringing them).**

**Continue the Conversation with Parents While You Gather Insights**

It really is a two-for-one package when you interview kids — mom and dad are always involved, whether you like it or not. To my clients, I always say, “Make hay when the sun shines,” because the real-world scenario is that mom and dad are always involved with this generation of kids. Kids often say their parents are their most-admired people or even best friends! Do not fight this relationship. Instead, encourage it in the homework and any pre-session work you request.

**Environment for Decision-Making**

While the parent may decide the timing, the child often provides opinions and research. The environment might be a family meeting or a simple dinnertime list-making of all the things the family needs to achieve. Children are often involved in this decision-making by

---

**FIGURE 2**

1. **Qualify mom/dad first with family category/usage brand purchase.**
   - Recruit by keeping mom/dad involved throughout kid project.

2. **Assuring parents of your purpose upfront gives you better kid respondents and more genuine insight.**
   - Homework that involves parental help reassures mom and dad, as well as gives kids a head start in being comfortable.

3. **Write a letter of introduction about yourself, the study purpose and the time commitment needed to assure safety of child.**
   - Meet each parent personally before bringing children back into the room.

4. **Report your success with the child after the focus groups.**
Creative Consumer Research

Quality Assurance
Wide Industry Range
Loyal Client Base

- Telephone Surveys
- Focus
- One-On-One Interviews
- Multi Language
- Mall and In-Store Intercepts
- Mock Jury Panels
- Taste Test Interviews
- Code/Data Programming
- Web-Based Surveys
- Large Discussion Room for 100+ People
- Low Incidence Studies
- Ability to Recruit and Interview Multiple Markets

Patricia Pratt
B.J. Gerjes
3945 Greenbriar,
Stafford TX
(Southwest Houston)
877-530-9646
ccrhoustona@ccrsurveys

The Most Respected Public Opinion Source
Ask your local recruiters about school holidays or special considerations with children and teens in their area. This will relieve many headaches in scheduling in the long run. (If the recruiter does not know the answer, choose another recruiter.)

merely being present in the discussion and feeling a part of the process. This is a generation that is listened to more than previous generations. Gen Z is a group that believes their parents ARE their best friends.

Timelines
A typical timeline for fielding a kid-teen study involves an extra week for the extra-step recruiting process that first talks to mom and then to the child or teen. Insist on this process — you will be happy you did. There is nothing worse than a child who is not ready to talk to you, but mom was.

Also, kids are involved in many extracurricular activities, especially the 8- to 15-year-old group (3rd through 10th graders). So, be careful to schedule as many groups as you can on a Saturday or during a school vacation. However, this does not always work for client schedules. Assume that you will do most of your work in the evening after school, with younger children starting earlier in the day.

Ask your local recruiters about school holidays or special considerations with children and teens in their area. This will relieve many headaches in scheduling in the long run. (If the recruiter does not know the answer, choose another recruiter.)

Need States
Children and teens live for the immediate, not the long term. Keep in mind that this differentiates their parents’ priorities from their own. Stay the observer, and use mom as much as possible to “weigh” this out. I often use a “Lobby Questionnaire” for mom to fill out in the waiting area, since she is already there, signing the permission slip and waiting for her child or teen to return from the hour or so of the interview. Ask her about the environment of choice to best understand the drivers surrounding it for parents, as well as for children-teens. This will help you best understand what kids need now versus how the decisions are actually made.

Otherwise Unseen Opportunities Because You Did Not See the Child’s Life and Influences
Working with mom through a “Lobby Questionnaire” and screening about the environment helps a great deal to see the unseen opportunities, but homework is a huge plus. I advocate having parents involved in this. It is worth the investment of the extra $25 to $50.

Just remember that these children-teens are already doing homework, so do not make this a questionnaire. Rather, make it a fun collage or art project. Make the homework project easy for them to tell you what you need and one in which they will want to help you see those unseen opportunities viewed only from a peek into their daily lives.

Kids and teens love the digital world. Let them work with mom using an online resource. Or even feel free to have them upload (from their smartphone or tablet) photos from their lives. I have used apps from several of our favorite QRCA associate members that are easy for mom and kids to use to upload photos that definitely tell me more than 1,000 words!!

Be wise. Homework can go very wrong, but when done right, it is so helpful to your client in unveiling those otherwise unseen opportunities found in their customers’ daily lives.
The wonders of technology are ever desirable, but can be elusive. No one pursues the tools of research technology quite like Fieldwork. Need to do groups in Smallville, USA? Let our Fieldwork Anywhere team quickly turn any two rooms into a full-service focus group facility, in ANY city — with a life-size virtual mirror, video streaming, digital recording, recruiting, hosting, even snacks and Critters in the viewing area. Or let Fieldwork Webwork create a virtual facility — with webcams for far-flung respondents to take part in online groups, discussion boards/blogs, surveys and more. Our recruiting and dedicated support staff will ensure your project feels like cat’s play. If your research needs are feeling out of reach, click on fieldwork.com and let us sink our claws in.
Game Day:
The Focus Group/Interviews

Prior to conducting the focus group, review the pre-work and homework that help flesh out the context of your respondents’ lives. The key is to prepare yourself so that you understand the context that will drive your discussions with the kids. Remember that kids do not provide any details to their thoughts, just ideas or brutally honest opinions!

Your job during a focus group is to balance your client’s objectives with the fun, never-know-what’s-coming-next-Bill-Cosby-“Kids Do the Darnedest Things” pace. This requires an adept and alert moderator with the energy of a thousand Energizer bunnies.

Here are some tips:
• Take whatever dietary measures you need to ensure that you are “game-ready.” I’m a coffee girl, personally, but I have heard of sugaring-up before a race, so why not do so before your kid and teen focus groups?!
• Plan down time between groups, but not too much. I am a big fan of pushing as many focus groups/interviews with kids into one day as possible because, like in a marathon, I build momentum; but everyone is different.
• Provide a discussion guide that offers flexible timing and that alerts clients that you will take advantage of exploratory opportunities with more articulate groups but will plow forward with less-engaged ones.
• Give yourself room to build rapport with each and every kid in the room. The more connected you are to each, the more you will receive insights and “aha” moments!
• Make sure your back-room observers know that each group offers unique ideas and is armed with a set of “Top Three Must-Knows.” Your clients should be your partner in making sure their objectives are connected cumulatively, rather than group by group.

Success Derives from Flexibility and Respect for the Journey

A confident and calm moderator who shows kids genuine interest will be successful. A flexible moderator who goes beyond and actually encourages a true connection by being flexible for each moment that develops is invaluable to her clients.

The value — and difference — in working with kids and teens as respondents is that they are both brutally honest “parrots” of what happens at home (if only parents knew) AND “happy enthusiasts” of what they love. A great kid-and-teen moderator begins with this respect and encourages it!
Global Outreach Scholarships

Are you a qualitative researcher from outside the US, UK or Canada?

Are you interested in continuing to grow and develop professionally and personally?

Do you want to experience first-hand QRCA’s culture of learning and sharing?

QRCA recognizes it’s not always a level playing field out there. International qualitative researchers may not have the opportunities within their own countries for professional and personal development they’d ideally like to have.

Each year, through the QRCA Global Outreach Scholarships, two international qualitative researchers are offered the opportunity to experience first-hand QRCA’s unique culture of learning and sharing which facilitates continuing personal and professional development.

The 2014 Scholarships will provide each recipient with:

- Free membership in QRCA (provided they are not already a member) for the remainder of the 2014 membership year after the Scholarships are awarded;
- Free conference registration; and
- Up to $1,000 USD for travel expenses to attend the QRCA Annual Conference in New Orleans, LA, USA, 15-17 October 2014.

Apply at www.qrca.org/2014GOS.

The closing date for applications is Friday 30 May 2014.

This is an exciting and very valuable opportunity. Find out more about what the 2014 QRCA Global Outreach Scholarships can offer you – and consider applying today!

Full information and application are available at www.qrca.org/2014GOS
Even with the unfortunate moniker, researchers have found “homework” for in-person qualitative to be an effective tool to extend the learning of in-person research far beyond the actual time the researcher can spend with the respondent. Homework reinforces, accelerates and deepens consumer insights. Yes, it is extra work for everyone, but its use has grown as researchers strive to squeeze ever-deeper insights from each respondent interaction.

Homework Adds Value to Studies
Homework comes in many forms and is conducted for many reasons. Some of the more typical reasons for assigning respondent homework include the following:

Develop context.
The researcher can peek inside respondents’ lives before they come to the focus group. Through pictures, ethnographic video or in-the-moment descriptions of activities, respondents can provide vivid details of product purchase and use. Online and offline tools help the researcher understand the context that surrounds behavior and forms opinions.

Explore the emotional context.
Many tools give researchers the ability to go far beyond pictures, video and text because they support projective exercises that respondents complete.

By Jim Bryson • President • 20/20 Research, Inc. Nashville, TN • jimb@2020research.com
Homework reinforces, accelerates and deepens consumer insights. Yes, it is extra work for everyone, but its use has been growing as researchers strive to squeeze ever-deeper insights from each respondent interaction.

behavior in a typical day related to a particular product or service. People are notoriously poor at remembering their behavior in focus groups. In-the-moment (or close-to-the moment) journaling of behavior can provide a much more accurate picture of how a respondent behaved than methods that rely on memory.

Interaction tracking differs from journaling by adding specific assignments. Each assignment consists of a task and a series of questions related to that task. For example, respondents might be asked to shop for a particular product and then answer questions about their shopping experience.

Warm up respondents.
Any type of pre-group homework “primes” the respondents so they enter a group ready to dive deeply into the topic. These assignments may be topic focused, to stimulate specific topic-level thinking, or they may be broad, to stimulate a particular mode of thinking. For example, a brainstorming exercise could help prepare your respondents to think outside of the usual parameters.

Screen for engaged respondents.
Homework can also be used as a pre-group screening tool. For example, a quick review of a creative homework assignment prior to the start of a co-creation session can be invaluable in selecting the best respondents for the task.

Illustrate the research story.
Many researchers use homework to produce visuals that help tell the story in the final report or presentation. The most common visuals are collages, pictures and videos.

Homework can take virtually any form that the creative researcher devises to achieve the research objectives. Regardless of the specific method, homework is effective because it gives the researcher a look into respondents’ lives beyond the two-hour focus group window and provides context for the focus group discussion with the ensuing analysis.

Typical Homework Process

- The researcher and the facility platform manager prepare the online homework assignments.
- The platform manager sends out the homework assignments and log-in information to the respondents.
- The platform manager ensures participation and alerts the recruiter and/or researcher of non-participation.
- Respondents participate individually or in a group discussion.
- The researcher views the homework as it comes in.
- The platform manager sends transcripts, pictures, videos, etc., to the researcher at the agreed time.
- The researcher incorporates the findings into the discussion guide.
- The in-person research occurs.
- The researcher includes homework findings, visuals, etc., in the final report/presentation.

Benefits to Taking Homework Online
There are many ways to use online homework tools and, thus, many benefits. Generally, online homework can dramatically reduce a researcher’s stress and anxiety related to homework, while increasing respondent participation and homework usefulness. Specific benefits include:

and submit prior to coming to the in-person research. Through online software, the researcher can collect, analyze and even probe the results before the respondent shows up. Such exercises can dramatically increase overall insights and inform a more productive discussion once the in-person group begins.

Improve recall accuracy.
A favorite homework assignment is to ask respondents to journal their
In this Journal response, the moderator is able to ask questions that allow further insight into the respondents’ behavior and motivations.

Today’s smart phone technology now allows research participants to easily bring greater visual information — both text and video/photos — to answering research questions.

- **Respondent participation.** When they show, you know. Daily researchers know who is participating, simply by logging in to the platform. Non-participants can be encouraged, or they can be dismissed and replaced early in the process. There are no surprises the day of the group.

- **High focus group show rate.** Respondents who complete homework are more likely to show for the group; they are “primed” and eager to participate. Since non-participating respondents in an online homework assignment are identified and replaced early, homework participation rates are high, resulting in high focus group show rates.

- **Visuals.** Researchers and respondents can easily upload pictures, mobile video and webcam video from anywhere. Mobile apps make the homework fully portable, so researchers can easily gather visuals from anywhere the respondents go. Projective exercises that could never be completed in the focus group can be completed in homework and used to bring insights to life for a client team.

- **As-you-go analysis.** Because researchers can view responses in near real time, analysis can be conducted daily, eliminating the last-minute rush to incorporate homework findings into a discussion guide.

- **Security.** In research, security around corporate information and respondents’ personally identifiable information (PII) is always a concern. Online platforms should be HIPAA and Safe Harbor compliant, providing a much more secure option than email, mail or the common “facility pickup.”

- **Organized analysis.** No more sifting through emails or piles of paper. The digital transcripts can be sorted, tagged and viewed in virtually unlimited configurations. In addition, the bulky picture and video files are arranged in an image gallery to be viewed, tagged and even edited as needed. The result is faster, easier and more effective homework analysis.

Regardless of the specific method, homework is effective because it gives the researcher a look into respondents’ lives beyond the two-hour focus group window and provides context for the focus group discussion with the ensuing analysis.
With social media and instant access to information, the way people make decisions and interact has changed. L&E’s qualitative solutions enable you to LISTEN & ENGAGE in a way that fosters deeper insight and improved responses.

GET CONNECTED with your audience when you plug into our expansive database, friendly staff, and proprietary software for your next research project.

Visit Our NEW Facilities in ST LOUIS, MO

an L&E Research company

FACILITIES IN CHARLOTTE, RALEIGH, ST LOUIS & TAMPA | NATIONWIDE MEDICAL RECRUITING
877-344-1574
www.leresearch.com  bidrequest@leresearch.com
Homework is no longer limited to just written text and pictures. Now, participants can share videos, giving researchers a first-hand look at the lives and habits of consumers.

The online media gallery, below, shows all the videos and images uploaded to a particular study. Researchers can now gather and sort through media-rich participant data all in one location. This allows for quicker, more insightful analysis that can help form the in-person discussion.

Getting More Mileage from Online Homework CONTINUED

The online media gallery, below, shows all the videos and images uploaded to a particular study. Researchers can now gather and sort through media-rich participant data all in one location. This allows for quicker, more insightful analysis that can help form the in-person discussion.

Online or Not?
When considering whether or not to bring your homework online, factor in the following:

Additional screening for internet and/or mobile access.
Be sure to include access and use of the internet to your screening criteria. Fortunately, online access has grown dramatically in recent years, so this problem is not nearly the issue it was a few years ago.

Cost of the platform/service.
The platform/service adds little cost to the in-person research, while saving hours of analysis time and dramatically increasing the opportunity to gather insights.

Additional communication required.
Online homework often requires more communication between the researcher and the platform manager at the beginning of the study. Therefore, in a multi-market study, it is often best practice to identify one platform and use it across all markets to achieve economies of scale and reduce the opportunity for disappointment in one or more markets.

Platform capability.
Most online qualitative platforms are very flexible and multi-functional. However, different platforms have different strengths. Therefore, it is best to discuss all anticipated needs with the platform provider prior to engaging that provider for a project.

HOMEWORK CASE STUDIES
Product-Testing Case Study
Product placements are a common use for homework or pre-group assignments. Usually, respondents pick up a product and a questionnaire at the facility. They use the product and complete the questionnaire to bring with them to the group.

A clothing brand planned to test three products in five markets with focus groups. In each market, the
recruited respondents agreed to participate in the test and provide their feedback online. Respondents picked up the products at the facility and agreed to wear each of the three products on three separate days. While wearing each product, they recorded a short webcam video describing their impressions of the product with demonstrations. They also answered questions about each product.

In the first few days after product pickup, the research assistant noted that some respondents were not participating. These participants were contacted and reminded to participate. A few did not participate even after the reminder. These were replaced, and the resulting focus groups were filled with respondents who had all fully participated in the product evaluation.

Because the videos and the respondents' evaluations were available in near real time, the researcher incorporated the findings into the discussion guide to drive deeper discussion and insights from the research. Because all the respondents had fully participated, they were fully invested in the research, which led to a lively and thoughtful discussion.

**Journaling Case Study**

A condiment manufacturer wanted to understand how people use its products. Prior to the upcoming focus groups, the researcher asked respondents to take pictures each time they used that particular condiment. In addition to uploading the picture, respondents answered several questions related to each use occasion. The homework was completed as in-depth interviews, so each respondent did not see the results from other respondents.

The researcher viewed the pictures and use descriptions as they were uploaded each day. The reported use-occasions provided points in the focus group discussion guide that were clearly relevant to the particular respondents in the group.

After the focus groups, respondents participated in a follow-up online discussion where they responded to additional questions, uploaded additional photos and interacted with other respondents on the use of the condiment. Participation was extremely high because the respondents were now highly involved in the discussion topic and had formed personal relationships with other respondents in the focus groups. These post-group findings were rich and helpful for the researcher and, ultimately, the end client.

The researcher grouped the pictures into several “Product Use Collages” for the final report to provide a visual context for the client of the researcher’s analysis.

**Shop-Along Case Study**

A cosmetics company wanted to better understand how women shopped and chose their brand in chain drug stores. A traditional shop-along study was commissioned with women fitting the target market in three geographically dispersed markets.

Prior to the shop-along experience, each respondent participated in a three-day homework study about her use and opinions around this particular cosmetics category. Each woman provided daily feedback on the types of cosmetics she used that day and why. One day, the women recorded a webcam response after they had applied their make-up. During this short webcam response, each woman described how she applied the makeup and what she liked or did not like about it.

On the shop-along day, the researcher was prepared with information about the respondent's behavior and attitudes. The researcher carried the homework transcripts, with follow-up questions prepared to ask the respondent before or after the shop-along, as appropriate.

Reporting for the shop-along study was much more robust. Not only did the researcher have the shop-along data, she also had detailed behavior and attitude data from the homework. In addition, the researcher edited several of the webcam interviews to produce a montage for the research presentation that highlighted “real people” using the client’s products and describing their efficacy.

**Conclusion**

Homework has always been useful to researchers for driving deeper and more impactful learning. Integrating today’s online technology with traditional in-person methods can give qualitative researchers greater context, more depth and greater insights with less stress and faster than ever.
Get Inspired. Be Inspiring.

Join QRCA, the vibrant global network of qualitative researchers immersed in the most exciting work being done in the field.

You belong here –
Visit www.QRCA.org
BEHAVIORAL ECONOMICS IN ACTION:
LAYING THE GROUNDWORK FOR NEW BEHAVIORS
Behavioral change remains the Holy Grail of social science. Whether it is devising ways to help people eat less or exercise more or quit smoking, effective techniques that produce long-term results remain elusive. However, when it comes to behavioral change related to customers’ purchase decisions, empirical studies in the field of behavioral economics can inform techniques that can help break old habits, while bringing automatic, unconscious behaviors into the domain of conscious choice and otherwise “nudging” behavior in the direction that benefits our clients’ brands.

Empirical research into human decision-making has shown that we often make choices using cognitive shortcuts and biases. Sometimes, we thoughtfully and rationally analyze the data (called System 2 thinking by Daniel Kahneman, the originator of behavioral economics). More often, we decide quickly and intuitively, often with emotional undertones (called System 1 thinking). At times, we are much more or less confident in our choices than the facts suggest, woefully misinterpret statistics and are much too easily swayed by how the facts are framed rather than the facts themselves. Both market researchers and marketers can take profitable advantage of these predictable decision-making biases.

Creating a Framework for Behavioral Change

In his 2012 behavioral economics and neuromarketing book, *Unconscious Branding*, Douglas Van Praet outlines a seven-step plan for creating behavior change. QRCs can implement this plan to help their clients create programs and messaging that bring on the desired behavioral shift. What follows is a real-world example of how this technique, which relies heavily on the interactions of System 1 and System 2, was used to create behavioral change in physicians with regard to how best treat an under-diagnosed, chronic, degenerative condition. In our study, the interview guide was structured to take each respondent through the intended steps to create behavioral change using materials that had been previously optimized in message testing. The steps in this framework are as follows:

**STEP 1: Interrupt the pattern.**

**STEP 2: Create comfort.**

**STEP 3: Lead the imagination.**

**STEP 4: Shift the feeling.**

**STEP 5: Satisfy the critical mind.**

**STEP 6: Change the associations.**

**STEP 7: Take action.**

The research followed regular message testing that had determined which messages resonated most strongly with physicians. The interviews were conducted in-person, one on one, across three markets with ten specialists per market. The goal of the research was to help the client choose effective messages for pharmaceutical representatives to deliver in the most compelling format — a format that would increase the likelihood that physicians would change their prescribing behavior.

**STEP 1: Interrupt the pattern.**

System 1 works through a process of pattern recognition. If we want to get its attention and shift behavior patterns, we need to interrupt predictable perceptual patterns and do something unexpected. In medical research, we are often tasked with trying to change physician behaviors with regard to how they go about treating various types of disease states. In discussing the standard of care, physicians expect the best outcomes to be associated with patients whose course of treatment most closely followed “the standard of care.” One way to interrupt this pattern is to begin the conversation by presenting cases where following the
standard of care led to bad outcomes. This serves as a jolt to System 1 and can put physicians slightly on the defensive, which is an ideal starting point for creating behavioral change.

**STEP 2: Create comfort.**
System 1 gravitates to the known, the safe and the trusted. While something different will get its attention, it prefers the familiar (e.g., mere exposure effects, repetition compulsion and automaticity).

Once you have done something shocking to get System 1’s attention, it is important to satisfy its craving for familiarity, or else you risk losing rapport with the customer. One way to introduce familiarity is through the use of analogy and metaphor. One reality of medicine is that what is considered the standard of care today will likely be considered hopelessly outdated in 10 years. It is easy enough to provide physicians with examples of other treatment categories that have undergone significant changes to treatment goals over the years, driven by data and the availability of new, more effective medications. Taking a moment to “normalize” the shocking and unexpected data from Step 1 will go a long way toward bringing the respondent back to the research with an open mind and less defensiveness.

**STEP 3: Lead the imagination.**
System 2 gives us the unique ability to plan behavior and create new possibilities. It gives us the capacity to imagine the benefits of doing something differently and to anticipate the consequences of our actions.

At this point, you can begin to introduce data showing the benefits of changing the target behavior. With physicians in our study, we were able to show better overall patient outcomes by following a set of guidelines that differed appreciably from the current standard of care. This step successfully created a palpable cognitive dissonance for most physicians, where their current behavior is now inconsistent with what accumulating data is telling their System 2 is the right course of action.

**STEP 4: Shift the feeling.**
Because of the architecture of the mind, emotions (System 1) influence our...
Buzz into Cleveland, where important decisions need to be made

Located only minutes from Cleveland Hopkins Airport, or downtown Cleveland, Focus Groups of Cleveland, a full-service, sophisticated, 3-suite focus group facility, offers you over 4,000+ sq ft in which to conduct:

- Nationwide project management
- Focus groups
- One-on-one’s
- Pre-recruits
- On-site telephone recruiting
- Taste tests
  (large kitchen available)
- Executive or medical interviews
- Centralized CATI stations
- Monitoring capabilities
- Data compilation & coding

We are the largest centrally located facility in Northeastern Ohio, ideal for mock juries, displays, dial research, usability labs. Latest technology enables Video Conferencing and Video Streaming with both FocusVision & ActiveGroup. Relax and let our experienced hostesses take care of your every need from Starbucks runs to digitally audio recorded sessions & high speed Internet access.

FOCUS GROUPS OF CLEVELAND
2 Summit Park Drive, Suite #225
Cleveland, Ohio 44131
Feel free to call April Morris:
Phone: 216.901.8075
Fax: 216.674.5574
Email: research@focusgroups ofcleveland.com
Thinking (System 2) more than our thinking influences our emotions. In order to change behaviors, feelings must shift.

After presenting the new treatment data, we talked about what these kinds of changes might mean to the physician’s practice (in terms of happier and healthier patients, satisfying the targets put forth by Accountable Care Organizations and/or the Patient Centered Medical Home, etc.) until we could see obvious signs of emotional engagement. We talked about these benefits until the physicians smiled or laughed, signifying the emotional shift from being threatened to being relieved and optimistic.

**STEP 5: Satisfy the critical mind.**

System 2 gives us the ability to rationally reject an idea if it does not make sense based on our experience. In order to act consciously, we must give ourselves logical permission to submit to the emotions and impulses of System 1.

At this point, we presented specific detailed data collected from a medical group similar to the groups from which our physicians had been recruited. This gave the message that these results are generalizable to “practices like mine.” Making sure the data are relevant to the respondents’ unique set of circumstances is critical to prevent System 2 from rejecting the data as “not applicable to me.”

**STEP 6: Change the associations.**

Memory works by association. Repetition and emotion strengthen neural associations so that they become automatic and effortless (System 1). If we want to change perceptions of anything, we have to change the associations. Behavioral economics refers to this as “shifting the frame.”

In our standard of care research, the disease state had largely been regarded by most physicians as a disease in which you treat the symptoms. There is virtually nothing to be done to modify the underlying disease state, but symptoms can sometimes be mitigated and progression slowed down by the use of various medications only when the disease becomes symptomatic.

This study attempted to change these associations and create a new frame by

---

**A Quick Review of Behavioral Economics (continued)**

- Both in explaining the past and in predicting the future, we focus on the causal role of skill and neglect the role of luck (illusion of control).
- We focus on what we know and neglect what we do not know, which makes us overly confident in our beliefs.
- What can QrCs do to help both our clients and our respondents overcome System 1’s potentially problematic overconfidence? An example mentioned in Thinking, Fast and Slow is psychologist Gary Klein’s “premortal” method. To use the method, an organization would gather its team before making a final decision on an important matter. Then, all the team members are asked to imagine that the decision was implemented and led to disastrous failure, and write up and discuss why it was a disaster. The method allows people to overcome “groupthink” by giving them permission to search for potential problems they might be overlooking. Overconfidence is a systematic error of System 1. The premortal method invokes System 2, which is usually too lazy to get involved when “go along to get along” is the order of the day. The best way to avoid the systematic errors of System 1 is to get System 2 involved as often as possible.

**Denominator Neglect**

Another feature of behavioral economics that has useful implications for market research is the System 1 error of denominator neglect, which helps explain why different ways of communicating risks can vary so much in their effects. When you describe a chance occurrence (such as a birth defect) as having a 0.1% risk of occurring, the risk appears small. However, if you describe the same risk as “one in 1,000 babies,” it suddenly seems much riskier. The second statement calls to mind the image of an individual child afflicted with the defect. As predicted by denominator neglect, low-probability events are much more heavily weighted when described in terms of relative frequencies (how many) than when stated in more abstract terms of “chances,” “risk” or “probability” (how likely). System 1 is much better at dealing with individuals than categories, and it hates statistics.

There are a couple of takeaways from this phenomenon that QrCs can take advantage of in working with clients to develop optimal product profiles:

- Use relative frequencies to make efficacy numbers more persuasive (e.g., 1 in 10 cancer patients will be cured by Product X, not 10%).
- Use abstract probabilities to soften the impact of side effects (e.g., the probability of a life threatening side effect was 0.01%, not 1 in 10,000).

**Framing Effects**

One final technique from behavioral economics that has direct relevance to the work of QrCs is the power of framing effects. Consider the following example from a study carried out at Harvard Medical School where physicians were given statistics about the outcomes of two treatments for lung cancer: surgery and radiation. The five-year survival rates clearly favor surgery, but in the short term, surgery is riskier than radiation.

Half the participants read statistics about survival rates; the others received the same information in terms of mortality rates. The two descriptions of the outcomes of surgery were:

- The one-month survival rate is 90%.
- There is a 10% mortality rate in the first month.

About 84% of physicians chose surgery when seeing the first frame; only 50% chose it in the latter (opting for radiation).

The logical equivalence of the two descriptions is transparent, and a reality-bound decision-maker would make the same choice regardless of which version was viewed. But System 1 is rarely indifferent to emotional words: mortality is bad, and survival is good, and 90% survival sounds encouraging, while 10% mortality sounds frightening. QrCs should always consider what type of frame may best suit their clients’ goals and be knowledgeable of the framing effects that have been shown empirically to impact System 1.
Meticulous qualitative research.

Focus groups
- 4 award winning rooms
- Extra-large spacious client suites
- Multi-functional rooms accommodating up to 75
- Living room, separate work stations & taste tests
- Computer labs with 25 stations
- In-house data management for real-time labs
- Top-rated catering for every palate
- Focus Vision
- 2 senior consultants with over 44 years of qualitative experience
- Online focus groups & bulletin boards

In-house recruiting
- 40 station recruiting centre
- In-house database, cold calling, and client lists
- Local, North American and multi-country project management experience and partners
- Consumer, youth, children, seniors, medical, ethnic specialty, business professionals, ethnography, specialty panels, real time recruitment and real time interviewing
- Methodology and screener development
- Validation, monitoring and extensive recruiter training
- Qualitative online panel

FOR MORE DETAILS, PLEASE CONTACT:

GINI SMITH 416 544-3022
GINI.SMITH@RESEARCH-HOUSE.CA

LINDA LANE 416 544-3004
LINDA.LANE@RESEARCH-HOUSE.CA
1 800 701-3137
WWW.RESEARCH-HOUSE.CA
drawing parallels between this disease state and other progressive “silent” diseases. These diseases may be asymptomatic, especially in their early stages, but failing to treat them early on only leads to worsening of the disease, increased cost to the healthcare system and premature death for the patient.

STEP 7: Take action.
Physical actions demand more of our brain than just imagining a behavior. The more we repeat an action, the more ingrained the experience becomes in our unconscious mind (shifting from System 2 to System 1).

Physicians had been repeating the actions associated with the standard of care in this disease category for years, so overcoming that inertia and System 1’s tendency to “do today what I did yesterday” would be challenging. A lot of research on behavior change can fall victim to the 80/20 rule. That is, 80% of respondents who predict their behavior will not change as result of something they learned in research are right, whereas only 20% of those who predict their behavior will change are right. In our study, 90% of physicians reported they intended to change their treatment approach as a result of what they learned in the research. Future prescribing data will be able to support or refute this prediction.

Moving Forward
Behavioral economics and neuromarketing offer great promise for making the market research function more consultative and actionable, while providing the real possibility of being able to measure the impact of our interventions. The techniques of behavioral economics can be applied in a systematic fashion as part of an overall brand strategy to drive customer behavior and bottom-line results.

References
Comprehensive

Whether it’s sites or services you seek, turn to QUALocator, the industry’s most information-packed finder of qualitative marketing-research facilities and technology providers. Developed in collaboration with QRCA, this dynamic new search-and-compare utility puts the answers to all your questions right at your fingertips.

Browse through full-color facility photos, floor plans and even virtual tours, right from your computer or smartphone.

Download facility and provider information and RFP forms, as well as click on instant links to the company’s website, email and social networks, all without leaving the QUALocator site.

Search by research category, facility/provider specialty, popular market areas and even recruiting zip codes, to make finding your best option a breeze.

QUALocator

www.QUALocator.com
SOCIAL-MEDIA LISTENING IN COLOMBIA

Using Conflict Maps to Track Public Sentiment

[Map showing social media presence in Colombia]
In March 2013, Colombian TV launched a controversial TV series, “Three Cains,” which portrayed the origins of a powerful, real-life Colombian paramilitary group. This kind of reality used as a source of entertainment generated a national communication crisis. Scholars and activists in Colombia retaliated with a social-media campaign against the TV series, called “No more Three Cains,” using Twitter and Facebook, with the goal to take the series off the air. The campaign’s three main complaints against the TV series were:

• a heroic or glamorized portrayal of the leaders of the paramilitary group
• a lack of coherence with historical events (Velásquez, 2007)
• the absence of the victims’ voices in the series storyline (Riveros, Aya 2013)

The campaign against the show was directed towards the TV series and advertisers with TV spots that ran during the series broadcast. Campaigners placed messages on these brands’ Facebook walls and Twitter accounts, asking them to remove their TV spots from this TV program. The secondary audience for this campaign was the public in general, who was asked to address, create or multiply messages to the brands’ social-media channels.

Methods Used to Study This Communication Crisis

Because of its perceived importance to Colombia and the media industry, OMD financed this research study independent of those involved in the communication crisis. The methods employed for this study are known as social-network analysis (SNA) and conflict mapping (Wehr, 1979). SNA explores the structures of a network or social community and the contents found within it, and conflict mapping theory introduces five variables to understand the crisis components (Wehr, 1979):

1. Parties or conflict actors.
2. Power and resources from each party.
3. Types of conflict: value conflict is about differences in moral and cultural values between the parties; relational conflict is based on the highly emotional perceptions that each party has of the other; information conflict is about demands for quality, precise and timely information; a conflict of resources or interests is about who will get what when scarce resources are distributed.
4. Conflict styles: evasion, negation or non-participation in a conflict; competition, in which at least one of the parties shows dominant and/or destructive patterns; collaboration, when both parties are interested in obtaining gains and maintaining good relations; and compromise, when at least one of the parties is more concerned with maintaining a good relation than obtaining benefits.
5. Conflict dynamics show the evolution of a conflict by signaling the levels of tension among parties. From low to high tension, these levels are: cooperation, competition, tension and conflict.

Social-network analysis quantitatively analyzes and maps two variables:

• the parties in conflict, by tracking the minute-by-minute evolution of the conflict and the key influence metrics from all users involved in a communication crisis
• their communication power or capacity to generate diffusion and amplification as measured by messages and interactions (tweets and retweets)

In addition to the structural analysis, qualitative-content analysis applied to the actual crisis related messages flowing through the social-media platforms (the twitter account @nomorethreecains and the hashtag #nomonestrescaines) and facilitated understanding of the type of conflict, conflict styles and conflict dynamics of this communication crisis.

The Five Variables of Conflict Analysis

The anti-show campaign lasted the full 90 days that the series was on the air. However, the polite but highly emotional
campaign messages peaked during a 30-day period. These peak moments are used as reference points for the five variables of analysis (see Table 1: Variables and Conflict Continuum). The five variables of conflict analysis were:

**Parties**
During the crisis, six parties presented active actions: scholars and victims of the violence in Colombia, mass media, the TV series itself, advertisers, public opinion and the intervention by the series producers. Scholars and victims of the violence in Colombia received attention from mass media, which disseminated news related to the campaign against “Three Cains.” Mass-media coverage was synchronistic with the actual crisis, peaking when online interactions related to the campaign against “Three Cains” reached their highest point on social networks and when six advertisers publically supported the campaign against the series. Mass-media coverage was also high when the series producers appeared on TV and radio programs that addressed the crisis.

**Sources of Power**
Social power exercised by concerned audiences expanded as more and more people were reached by the campaign promoters, mass-media articles and news items. The campaigners also used economic power, considering their strategy of promoting negative images of advertisers with spots in the series, in turn generating real threat to the

<table>
<thead>
<tr>
<th>TABLE 1</th>
<th>Variables and Conflict Continuum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Conflict Timeline / Variables</strong></td>
<td><strong>ESTABLISHMENT</strong></td>
</tr>
<tr>
<td>Key Facts</td>
<td>* Public pronouncement from scholars and victims of the violence.</td>
</tr>
<tr>
<td>Sources of Power</td>
<td>* Social power • Mass media attention</td>
</tr>
<tr>
<td>Value</td>
<td>Value</td>
</tr>
<tr>
<td>Relational</td>
<td></td>
</tr>
<tr>
<td><strong>Conflict’s role</strong></td>
<td><strong>Antagonist</strong></td>
</tr>
<tr>
<td>1) Parties</td>
<td></td>
</tr>
<tr>
<td>TV series</td>
<td>Absent</td>
</tr>
<tr>
<td>Scholars</td>
<td>X</td>
</tr>
<tr>
<td>Victims of the violence in Colombia</td>
<td>X</td>
</tr>
<tr>
<td>Activists</td>
<td></td>
</tr>
<tr>
<td>Mainstream media</td>
<td></td>
</tr>
<tr>
<td>Advertisers</td>
<td></td>
</tr>
<tr>
<td>2) Power and Resources</td>
<td></td>
</tr>
<tr>
<td>Social power</td>
<td></td>
</tr>
<tr>
<td>Mass media attention</td>
<td></td>
</tr>
<tr>
<td>Economic power</td>
<td></td>
</tr>
<tr>
<td><strong>Conflict Style</strong></td>
<td><strong>Dynamics</strong></td>
</tr>
<tr>
<td>4)</td>
<td>Competition</td>
</tr>
<tr>
<td>5) Conflict Dynamics and Communication</td>
<td></td>
</tr>
</tbody>
</table>
producing channel when some brands took their ads off the series.

**Types of Conflict**

Victims of paramilitary violence and scholars were engaged in a value conflict with the content of the TV series and its producers, since the victims association campaigning against the series had a different view on how the TV show should portray paramilitaries (i.e., criminals) and their victims (absent from the show’s content); and scholars joined the victims’ side not only because of the victims’ arguments but also because students and scholars from certain public universities were mis-portrayed in the series as guerrillas and left-wing extremists. A relational conflict emerged between advertisers and the TV series producers, triggered by pressure from the social-media campaigners (victims, scholars and other influencers) towards the show’s supporting brands, pushing advertisers to take a political and commercial position in relation to the series.

**Conflict Styles**

The style adopted by scholars and victims was competition by showing dominant patterns in order to get the series off national television. At first, the TV series adopted an evasive style by not participating in the conflict. Later on, the series producers showed a compromise style by deciding to focus on the victims in later episodes of the series in order to maintain a better relationship with the public.

**Conflict Dynamics**

The level of tension had its peak in the second stage, namely the conflict, which arose with the outcry following early episodes of the TV series. Before and after this peak, tension was the main dynamic created by the campaigners. In the later stage, a positive turn took place when the series producers approached the situation with a collaborative attitude.

**Understanding the Crisis by Analyzing Network Density**

An analysis of how social networks were used in the campaign resulted in both quantitative and qualitative insights. The communication index that measured the number of Twitter and Facebook interactions was helpful in tracking when the crisis escalated and when it took a positive turn. One of the indices that captured this understanding is the communication density index, measured in terms of the number of users and interactions generated among them at each stage of the crisis. Four key moments (Graph 1) frame the analysis of this communication crisis from beginning to end:

1) Establishment: public pronouncement from scholars and victims of the violence.
2) Conflict: launch of the campaign against “Three Cains” on Facebook and Twitter.
3) Positive turn: massive media coverage framing the news with the media independence angle; TV series producer appears in social media, committing to making the victims’ voices part of the series’ plot.
4) Dilution: no more attention from mass media; TV series producers release some spoilers that include the victims’ voices in the series plot.

In Graph 2 (page 52), each point represents a Twitter user, and each line represents a communication process, activated every time a user generated or shared a Tweet with one or many other Twitter users. For instance, during the Establishment of the crisis (top part of the image), the graph has few users and few interactions — a low-density network. However, this evolved to configure a dense network (represented in the second part of the image), in which 23,993 users followed the campaign and generated 7,619 communication interactions at this stage. Mass media were great amplifiers of the campaign during this period. At the Positive Turn stage, there is still a high-density network, but during the conflict Dilution stage, the network returns to its earliest shape with few users and interactions. This type of representation is a good metric that graphically captures the tension of a particular situation in a social network.

**Key Findings**

The expansion of the internet and the emergence of new media channels, such as blogs and social-media accounts, together created new influential voices and media channels. The public embraced the new media along with...
its traditional mass-media sources. This case study shows an example of how new non-official voices are generating local and global movements, the Arab Spring being another well-known example. (Allagui, 2011)

In the digital world of today, it is not possible to underestimate the impact that a single voice might have. In the case of the “Three Cains” crisis, a few “digital voices” were able to trigger a real communication crisis with impact both online and offline. Scholars and victims won important battles: they gained media recognition and public support from politicians, activists, six key advertisers of the series and the public at large. While the series remained on TV with an average rating of 12 percentage points (quite good for a prime-time production), the producing channel made less advertising money than initially expected.

Early detection of crisis signals is crucial to understanding situations of tension and potential escalation in social networks; the most common signals are complaints and negative interactions related to a particular brand, product or situation. Using social-network analysis in combination with a robust theoretical framework allows researchers to understand communication crises generated via social networks such as Twitter and Facebook. Although there are other theoretical approaches for conflict resolution, Wehr’s theoretical model (Paul Wehr, 1979) was used to give this analytical process a formal model, with the results clearly organized by applying conflict-mapping theory. Social network analysis is an excellent tool to quantify the impact of diverse actors within a network and to generate a graphic representation of the conflict evolution.

References


IBOPE Colombia, official rating information provider for Colombia, www.ibope.com.co.

Twitter support. https://support.twitter.com/articles/49309-using-hashtags-on-twitter.


Press References

Leading Edge Communications —
where spirited talent brims with fresh ideas. Award-winning branding solutions and stellar service have earned LEC its spot as a premier full-service web, print and publishing firm. Professional research clients agree that our approach to strategic marketing has given them the leading edge in today’s marketplace.

Our core team of creatives has extensive experience in producing world-class output for a wide range of media. Discover the breadth and depth of our capabilities, from integrated corporate identity solutions to leading-edge, high-tech solutions and everything in between.

Leading Edge Communications can reach your target audience with a strategic message that yields results. For more information call 615.790.3718 or email info@leadingedgecommunications.com

LEADING EDGE COMMUNICATIONS
206 Bridge Street
Franklin, TN 37064
Phone: 615.790.3718
There is no denying it — insight communities (also called MROCs) are now big business. At every research conference, at least one paper homes in on their successes. One constantly reiterated analogy compares insight communities and teen sex: everyone says they are doing it, and everyone wants to do it, but (in reality) nobody really knows how to do it well. At least with insight communities, we can now say that is no longer the case. The market research industry has discerned a more effective framework for the method:

1. Derive sustainable value from communities.
2. Deliver insights for both tactical and strategic objectives.
3. Monetize communities by reshaping their teams and developing new business models.

The successful combination of these three integral functions has created some formidable industry players, including Communispace, InSites Consulting, Vision Critical and TunedIn Research, among many others. But the window for innovation and utility has yet to close. The most valuable feedback about challenges and where communities are heading, however, comes from research, strategy and innovation agencies, since they...
While visceral and ephemeral “in-the-moment” experiences can be more optimally captured on mobile devices, for many people, sitting down at a keyboard is when more reflective, in-depth responses are elicited.

are well placed to observe the insight community phenomenon from a different perspective as it develops.

When Two Become One

The coming together of two disciplines — qual and quant research methods — and the merging of their technology platforms has had a significant impact on the insight community landscape. Back in the day, when smaller (and, arguably, more agile and innovative) agencies were first playing with communities, the methods were largely qualitative. Specific techniques tended to be borrowed from what was popular in social media, such as blog posts (for journal entries) and threaded discussions. As the popularity of communities increased, major quant players in the industry saw an exciting opportunity to merge panels and communities into one entity to which clients could easily migrate. Voila, the panel community. With more muscular marketing budgets and deeper, wider client relationships, these panel companies won the day. These companies were able to convince clients that panel communities were precisely what they had been looking for: a dynamic symbiosis, a neat “two for one” package.

The catchy approach of panel communities has also been supported by technology. Software vendors have had to look at ways to partner with one another or develop expensive holistic solutions. Enabled by APIs (application programming interfaces), the smart money went towards the integration of qual, quant and panel-management solutions. And this appears to be the direction in which it is still heading. APIs allow software applications to talk to one another, irrespective of the framework on which they are built or the languages they speak. They enable critical information — profile data, segmentation information, user IDs — to be directed between platforms, and they enable participants to use just one ID and password for access to everything. Done well, new technologies provide seamless, usable solutions, and they power up the researcher by providing more tools and a greater variety of ways to engage.

Communities on the Move

We cannot treat mobile communities as separate entities from desktop communities. Nowadays, access to communities is not technically restricted; consumers have their mobile devices and are connected at all times. Knowing this, the most forward-thinking approach is device-agnostic. Sure, some great native mobile apps are coming from vendors that support rich media sharing, but the barriers to getting these apps on consumers’ devices are increasing. Segregating mobile and desktop research can limit researchers’ abilities to explore engagement of consumers in an innumerable variety of contexts. For example, relying on mobile only will limit the depth, while a desktop-only or laptop-only approach precludes the capture of many immediate experiences.

The new approach to delivering device-agnostic research is predicated on new ways of thinking with regard to how you design the questions, engagements and experiences. Thinking only of your questions risks leaving consumers hanging, not knowing what comes next or what is expected from them. A far better approach is to combine your questions within the framework of a journey or experience that the consumer can participate in — and it should be something the consumer can clearly relate to. Like all good journeys, it needs a beginning, middle and end. There needs to be a clear motivation, along the lines of effort versus reward. The reward should combine intrinsic components (connection, membership, like-mindedness, support) and extrinsic components (cash, prizes), while remaining relevant to the context.

Setting the tone for your activity or discussion is still as vital as ever. Think about what these interactions look and feel like on different devices and how the output may vary, depending on the device used. For example, while visceral and ephemeral in-the-moment experiences can be more optimally captured on mobile devices, for many people, sitting down at a keyboard is when more reflective, in-depth responses are elicited. Each device you consider will deliver different data, so it is important to be specific in your instructions — to take consumers on a journey on which clear stepping stones line the path to their destination.

Researchers would do well to examine the work currently being undertaken by those in the realm of user-experience design (UX). Designers in this field work to minimize the effort required by consumers (for example, by designing a map with fewer clicks on the way to the same end goal). UX designers focus their attention on the mobile environment first, before dealing with other devices and screens. This is the most prudent approach, and community managers should follow the UX lead to make the most of the mobile opportunity.

Community Management Is King

Delivering successful insight communities — those in which members are happy, engaged, enriched and willing to give more than you ask for — relies on good community management. This effort is not simply about moderation. We are talking about how you grow community health, how you support members when they are having difficulties and how you bring out the best in those people. It is a serious role that requires skills, discipline, planning, foresight and, above all else, empathy.
A community needs quite a bit of management, meaning costs can easily skyrocket when calculated based on hourly researcher rates using traditional agency pricing. Those cognizant of this fact early on built teams of community managers who worked together with moderators, analysts and stakeholders to ensure that the community thrived and prospered.

**Collaboration on All Fronts**

As clients grow more comfortable with insight communities, they spend more time with them. This new level of comfort drives a new behavior of active collaboration and near–real-time engagement. Clients can now buddy up directly with community members and actively encourage them to open up and share more. This is achieved by using a combination of live and asynchronous methods and is delivering some promising results, with regard to both insights and ideas. Clients are able to use consumers as sounding boards, bouncing ideas off them quickly and in confidence.

In a similar vein, community members themselves are being promoted to the role of researcher. By allowing members to experience and share, as opposed to stopping them in their tracks and making them answer a question, clients will experience consumers’ natural behaviors, routines and rituals. By flipping roles like this, community members become more motivated since they can learn more about themselves. Another advantage to this approach — which should never be underestimated — is that they will also have more fun.

Finally, with communities comes the ability to stay connected over a sustained period. Ongoing involvement with consumers provides the perfect arena to co-create new products and services, not just to learn more about them. It may be a new paradigm, but co-creation’s very foundations are evident in the craft and skill of the qualitative researcher who listens intently and has an eye for an opportunity.

In the end, insight communities are exciting, challenging and future-proof. But my last bit of advice would be: do not try to find a one-size-fits-all solution. It does not exist. Instead, tailor your approach to your skills, and do things differently. Mesh technologies, and try new ways of engaging. When you keep your eye on what is happening in social networks, you can learn from what consumers are doing at the center of their universe. A failure to replicate it is often the primary reason consumers discontinue from spending time on your community. By knowing these trends and the resulting new suggestions and knowledge, you should be able to maximize the insight community opportunity.
Thank You, Volunteers!

QRCA would like to recognize the following people for their leadership throughout 2013:

- Susan Abbott
- Roben Allong
- Isabel Aneyba
- Steve Appel
- Kay Corry Aubrey
- Farnaz Badie
- Batool Batalvi
- April Bell
- Jen Berkley Jackson
- Jim Berling
- Casey Bernard
- Walker Berwick
- Shalli Bhatt
- Michelle Blumenthal
- Rebecca Bryant
- Liliana Caceres
- Linda Callahan
- Missy Carvin
- John Cashmore
- Angela Clark
- Ruth Connolly
- Mike Courtney
- Jennifer Dale
- Catherine Dine
- Rosemary Driscoll
- Michelle Ellis
- Stacy Elsbury
- Jeff Etherton
- Antonella Fabri
- Kat Figatner
- Michele Finzel
- Manuela Fletcher
- Carol Gailey
- Julia Gartside-Spink
- Barbara Gassaway
- Elaine Gingold
- Kathy Glandorf
- Lauren Goldberg McCluskey
- Pam Goldfarb Liss
- Caryn Goldsmith
- Corette Haf
- Diane Harris
- Jenifer Hartt
- Kelly Healy
- Christiane Hile
- Steve Hudson
- Kathy Jacobs-Houg
- Elizabeth Jenkins
- Marty Johnson
- Chris Kann
- Krista Knuffman
- Rachael Krupek
- Ilka Kuhagen
- Judy Langer
- Abby Leafe
- Marc-André Leduc
- Betsy Leichliter
- Jinghuan Liu
- Samantha Loggenberg
- Kendall Nash
- Katrina Noelle Marr
- Kirsty Nunez
- Pascal Patenaude
- Simon Patterson
- Dorrie Paynter
- Joel Reish
- Judy Riggs
- Albert Sanchez
- Susan Saurage-Altenloh
- Amy Savin
- Manny Schrager
- Rhonda Scott
- Wendy Shaw
- Philip Smith
- Ben Smithee
- Janet Standen
- Cheryl Stella Dalisay
- Randi Stillman
- Mark Sumpter
- Susan Sweet
- Regina Szyszskiewicz
- Laurie Tema-Lyn
- Lawrence Tobias
- Liz Van Patten
- Marta Villanueva
- Caroline Volpe
- Jeff Walkowski
- Rick Weitzer
- Freddie Williams
- Foster Winter
- Jay Zaltzman
- Monica Zinchiak
What a Moderating Veteran HAS LEARNED from OWNING A FACILITY

By Paul Jacobson
Razor Focus • Stamford, CT • paul@razorfocus.net
Qualitative research has been the most rewarding part of my 35+ years in marketing. After 2 years as a sales representative with Gillette Safety Razor and 16 years in the advertising agency business, I took a job with Greenfield Consulting (now Firefly MB) and spent the next 16+ years moderating for clients across a wide spectrum of industries — both consumer and B2B, and both in North America and abroad. Each week seemed to bring a new and equally challenging assignment, and I believed then that I would never do anything else with my remaining years as a marketing professional.

However, stuff happens. After I joined Synovate and spent less than a year there, the company was absorbed by Ipsos. After three months with this new entity, it became clear to me that it was time to try a different angle. Part of it was the fact that, at 58 years of age, I was working with people who were my daughter’s Millennial-era age, and the cultural differences were top of mind for both them and me.

The other part was the desire to be on my own, reporting to no one other than my wife, Leny, and perhaps the man above. But, at 58 years ripe, what does one do with one’s love for qualitative research, when life on the road is no longer bearable and when crafting meaningful marketing recommendations within 48 hours after the last interview is too stressful? On a whim, I Googled focus group facilities for sale and — lo and behold — there was one for sale a scant 15 miles from home. The rest is history, as they say.

The job of a facility owner has many moving parts to it. Try to imagine a job that is equal parts marketing professor, restaurant concierge and quality-control officer, with a dash of psychotherapist thrown in. That is what running a focus group facility is like, for me. In the end, my job is to set the course and navigate the ship, with a heavy complement of potato peeling and deck swabbing. Running your own business means doing whatever is required, including another trip to Starbucks when a client arrives just after I have finished personally filling the rest of the team’s order. It is these little extra steps, though, that always impressed me during my moderator days, and as such, I have built them into the way I operate my facility.

I would like to impress upon both moderators and other researchers that running a facility is not nearly as easy as it looks. We lose money on some jobs, especially those with complex algorithms in which your best recruiter can spend eight hours to find only one person. I call this “segmentation on steroids.” There is never a lack of things we can spend our time on, from hopping on the phone to recruit participants, to painting and re-carpeting a back room, to running to a grocery store to restock on beverages, snacks and treats. There is always something to do.

I would also like for qualitative consultants and field managers to know that we facility people care very deeply about the client experience and are far more upset about the occasional no-show (can you say Millennials?) than you are. At the end of the day, finding the right consumers for you to interview is the bull’s eye that we aim for, and when that does not happen, we take it very seriously. For example, if a participant cheats his or her way in, we flag that person for removal in our database. If the show rate is low, we will find a way to make it up to our clients. We can never lose sight of why we are here and whom we serve.

Finally, we know that cost is a driver of facility selection, but one additional thing we advise moderators and field managers to reflect on is the cost/value proposition. It should never be about the great price you got; instead, it should be about how much you learned and how well you were taken care of when you visited that facility. A whole team of people makes our business run the way it does, and I am extremely proud to manage a set of people who genuinely care about quality and for whom superior client service is embedded in their DNA. This is a team that does not take short cuts, even if it means many more hours on the job and significantly decreased profit.

Just as your clients likely have key performance indicators and “action standards” for their brands and businesses, we have established our own in
What a Moderating Veteran Has Learned from Owning a Facility  CONTINUED

the facility business. They do not involve looking at formulas or sending out satisfaction surveys (although we do take client feedback very seriously). Our only success measures are: (1) were the client’s team members smiling when they left? and (2) have they come back to do more work with us? To us, repeat business is the sincerest form of flattery.

Unlike some pundits inside and outside of our business, I do not see the signs of doom and gloom for traditional qualitative research. Focus groups and their derivatives will always be a hugely important part of effective product and service marketing, and smart marketers will never turn their backs on in-person research. It is true that there are more forms and formats now than ever, but qualitative research still boils down to knowing how to unlock the door and analyze the rational and spoken while deciphering the unspoken, subconscious side that is equally available. To me, it is much more about the expertise and creativity of the moderator than about the research genre itself.

That said, I do see qualitative research settings evolving to be less corporate/clinical and more comfortable. More often than ever, we are asked to put together living-room-style setups for our clients. Additionally, for many projects, we are hired for recruitment only, as qualitative consultants and their clients are doing more and more ethnographic work, both in participant’s homes and in store. Further, we see clients coming out of the back room to join consumers in co-creation sessions. Does this mean we are going to knock out all of our one-way mirrors? Absolutely not! It simply means we are adapting to the changing nature of our client’s needs; call it qualitative Darwinism!

I feel this is a great time to be in the facility business. I would like to remind qualitative consultants and field managers that running a facility is more than just providing a room and finding good people for you to interview. It is about helping you and your clients get the answers you need to drive your businesses forward and to be comfortable while doing so. That involves a lot of moving pieces that you do not see but of which you should be aware.

1. Give us the time that we need to do it right.
   While the amount of elapsed time from requesting a bid, through recruiting the study, to final reporting seems to condense a little bit more every year, please keep in mind that the more time that you give facilities to go out and truly choose the absolute best respondents for your research, the more productive the research will be. When recruiting timeframes are condensed to a single week (or less), we do whatever is humanly possible to deliver a high-quality end result. An extra few days, however, sometimes means we can more finely hone the mix of respondents in the group and/or across a set of IDs to optimally represent the scope of your target markets. That could mean replacing a person here and there to optimize the breadth of your respondent pool, be it age, gender, brand usage or frequency-of-use coverage.

2. Make sure your algorithms are relevant to the medium.
   The use of client algorithms seems to be on the rise, and we fully understand the need for clients to get qualitative feedback from all their substantive sub-groups. Yet, we sometimes are given algorithms that result in a 40-minute recruitment interview, only to find that the candidate qualifies on virtually every measure except the intensity of their agreement or disagreement with a couple of attitudinal statements. In this scenario, the respondent nets a “score” of 27 instead of 29 and must be disqualified; recruiter and respondent have spent 40 minutes on the phone, and both have come up empty. This being small-sample qualitative research, please do what you can to make sure the application of all this segmentation science is actually valid in the qualitative research milieu.

3. Allow your facility partner the right windows for interviewing your targets.
   When setting up the interview schedule, please be open-minded about start and stop times. If you wish to speak with upscale adults who work full time (and may have lengthy commutes), please allow us to work through the evening. Clients deserve to get home at a reasonable hour, but mandating that there will be no interviews after 6:00 p.m. because a back-room attendee wants to get home for dinner with his or her kids is counter-intuitive and counter-productive for the research.

4. Don’t skimp on incentives.
   If you want great show rates, make sure your incentives are ample enough to keep recruited respondents true to their commitment. Saving $60 per group on incentives when you are spending $120 a head on recruiting may not be a great business decision. That extra ten bucks may get respondents to psychological thresholds of perceived value for their time — and it sure helps when the groups are running 15 minutes longer!

5. Partner or vendor?
   Your facility is your business partner, especially on the day or days of your fieldwork. While facilities do lots of “mundane” things while you are there — including keeping the work spaces clean, getting your meal order right and plating it on warmed serving dishes, running to Starbucks, arranging for car service — many things are also being done behind the scenes to ensure your project will be successful, such as providing multi-layered, high-bandwidth connectivity and in-room technology that is easy to use and works without issue, placing your product and making sure that the in-home usage directions are observed, managing digital homework for dozens of participants, replacing last-second cancellations with great people, etc. I know I used to bristle as a moderator when a client would refer to me as “the vendor.” It made me think of a machine that dispenses candy and chips. Treat your facility people as you would want to be treated. When someone in the back room is negative or rude to facility personnel, it is horribly deflating. And when you need for someone to run out to the store and be back in ten minutes with the product that somehow was never sent in advance, that facility staff member will be back in ten minutes, smiling.
over the past six years, QRCA has brought you almost three-dozen podcasts of interviews conducted by QRCA members with influential leaders from qualitative research, strategic consulting, academia and other relevant fields. You can listen to these interviews right on the QRCA website as streaming audio, or you can download the mp3 file to your laptop or portable player for listening on the go. You will find the podcasts under the Publications link at www.qrca.org.

Brian Barton is the owner of New England Marketing Research, a focus group facility in Norwalk, CT. Listen up as Brian and Mike Carlon, Editor of QRCA VIEWS Podcasts, discuss Brian’s path to facility ownership, which includes being the owner of a Mexican restaurant. Perhaps that’s why he always has chips and salsa in the back room! Brian discusses the changes he has noticed in the qualitative business over the past 10 years and shares his views on where the industry is going.

In September 2011, Kristen Christian was enraged when she noticed a $5 surcharge that appeared on her Bank of America statement for using the bank’s ATM. In a quest for justice, she turned to her 500 Facebook friends, asking them to transfer their money from big banks to credit unions. Within a few weeks, her cause snowballed into “Bank Transfer Day,” marked by public protests throughout the United States.

In our age of social media, a single angry individual can do a great deal of damage to a company’s reputation in a matter of hours via a single tweet. Drawing on many current and real-life examples from P&G, Coca-Cola and BP, strategist Paul Gillin, in his book Attack of the Customers – Why Critics Assault Brands Online and How to Avoid Becoming a Victim, offers strategies for how organizations can deal quickly and effectively with social-media attacks.

Gillin identifies several types of attackers and the best ways to respond to each type. For example, “Complainers” are the most common and the most benign. They are disgruntled customers who post bad reviews. The best way of dealing with this situation is to give customer-facing employees the power to make the Complainer happy. If you cannot contact the Complainer or are unable to come to a reasonable resolution, Gillin advises posting a response to acknowledge the complaint while explaining the company’s side of the story, making sure to note how the firm has made a good faith attempt to resolve the problem.

“Extortionists,” on the other hand, are motivated by greed. As Gillin explains, they demand more than restitution. When dealing with this type of attacker, the wisest course of action is to move the conversation offline as quickly as possible.

Always treat “Committed Crusaders” such as Kristen Christian with respect, because they are driven by ideals and will use every tool at their disposal to advance their cause. Negotiation may get you nowhere with Crusaders, although you should consider the cost of meeting their demands, if this will make them go away.

Regardless of the type of attacker, Gillin offers general advice for how a company should respond to a social-media attack: be respectful, while taking the conversation offline as quickly as possible. Do not counter-attack, never make it personal, and above all, keep careful documentation. This book could be practical background reading for QRCs who are focused on developing social-media strategy for their client’s organizations.
Top Rated by Impulse 
Experienced Management 
Web Streaming 
Personal Client Service 
High Quality In-House Recruiting 
Video Conferencing 
Ethnographies 
Wi-Fi Throughout 
Living Room/Auditorium Set Up

Phone: 847.827.9840 | Toll Free: 877.286.8439 
www.clearviewresearch.com 
For a quote: info@clearviewresearch.com
Stop Talking, Start Communicating — Counterintuitive Secrets to Success in Business and Life

Geoffrey Tumlin

Reviewed by George Sloan
Customer Strategy International ▪ Los Angeles, CA
gdsloan@yourcustomer.com

Stop Talking, Start Communicating, by communication expert Geoffrey Tumlin, introduces us to the lack of communication in our hypercommunicating environment, a phrase Tumlin has coined to describe our “over-communicating world.” As he says, “It is possible to accumulate scores of friends and still feel lonely,” and Tumlin believes now is the best time to be a competent communicator. Stop Talking, Start Communicating will help you achieve improved communication with your family, friends, business colleagues and clients.

Stop Talking, Start Communicating develops a process for improving communication skills. Each step is clearly explained in the book.

As professional researchers, we are (or should be) inherently good at listening. Tumlin promotes good listening as the secret of his success in his consulting business. Throughout the book, he shares stories from his personal experiences — from his time at West Point to employees and CEOs at companies with whom he consulted. One constant theme is the power of listening. As Tumlin says, “Less talking made me a much better consultant.”

The methods Tumlin teaches in Stop Talking, Start Communicating apply to all types of conversations in life, whether family, personal or business. For me, the most fascinating method to good conversation is to have a goal in mind going into an important conversation, to never lose sight of that goal and avoiding tangents wherever possible. It is a Steven Covey habit applied to conversation — begin with the end in mind.

There are sixteen chapters in the book, and each one offers a solution-oriented approach to improving communication, including digital communication. The author misses the days of strong communication, when a digital device did not stand in the way of conversation. In fact, Tumlin longs for a return to the days before hypercommunication got in the way. I, too, sometimes wonder in my observational work how we have managed to fall into a world of digital communication and move away from well-considered conversation.

In this digital era, Stop Talking, Start Communicating reminds us that digital conversations and storytelling have the same rules as face-to-face communication. We need to take care that we do not lose our higher-order communication skills in this digital era. Using Tumlin’s method, his book will help you move away from lower-order communication (“Neanderthal reaction,” as Tomlin calls it) to improved higher-order communication.

If your destination is a venue in which to conduct successful focus groups on consumer products, advertising and concept testing — meet your new navigators. Decision Drivers can take you there — with no detours and a smooth ride.

With Decision Drivers at the wheel, all your market research needs, including facility services, field management, screener creation and moderation are road mapped and ready to roll.

As an owner-operated facility, we are personally driven to providing each and every client with an exceptional journey.

When you need market research to help drive your product or service, let Decision Drivers navigate your way.

We’ll drive you to success!

Phone: (201) 391-0073
221 West Grand Ave
Montvale, NJ 07645

www.decisiondrivers.com
Virtual

Conducting a focus group or research project in an unfamiliar locale? When you want to be sure of your surroundings, before you even get there, QUALocator® is the next best thing to an on-site inspection!

Featuring key details that other research directories don’t even offer, only QUALocator® provides full-color photos, floor plans and virtual online tours of your selected facilities.

Comprehensive search options, descriptive facility profiles, location maps, branch-office addresses and much more make it a snap to navigate your options and settle on the perfect site.

QUALocator®
www.QUALocator.com
How to Get Your Point Across in 30 Seconds or Less

Milo O. Frank
Pocket Books, 1986

Reviewed by George Sloan
Customer Strategy International • Los Angeles, CA

How to get your point across in 30 Seconds or less

Milo O. Frank comes from an entertainment business background, and being able to communicate is important to him. How to Get Your Point Across in 30 Seconds or Less teaches the reader how to cultivate the skills Frank developed for improved communication dealing with agents, actors, producers and other creative types that he dealt with in the business. The goal is to deliver an effective message in 30 seconds or less. That is about the attention span of the average listener. It is probably even shorter in this modern technology era nearly thirty years after the book was originally written.

This book is one of those classics that is worth picking up from time to time to revitalize oneself with the skills taught by Frank.

The first principle Frank discusses is to know the objective of what you want to say, and be clear-cut in that objective. It is the reason for the communication you are making. It must be a single objective, which will form the basis of the future steps in the communication process.

The second principle, Who’s Listening, is about knowing who your listener is. Make sure you choose the correct person to listen to your communication. The target person will be the one who can make a decision about what you want to accomplish. Learn as much as you possibly can about them, before you hone your message.

The third principle, The Right Approach, relates to developing the single thought or sentence that will lead you to your objective. It is the heart of the matter, as Frank puts it. The approach is about understanding what will correspond with the recipient’s wants and needs.

These first three basic principles will ensure the most effective written or spoken communication. The remaining eight principles are what make your communication interesting and compelling. They help the reader hone the message, paint a picture in the message and focus you on asking for what you want, remembering that is either a demand for action or reaction. The final few principles guide you to presenting a strong first impression, structuring a longer presentation into a series of 30-second messages and being prepared to deliver your message at any time, in any place.

Throughout each principle, Frank gives you questions to ask to help refine the focus of that principle. His clear examples help in understanding each principle. How to Get Your Point Across in 30 Seconds or Less is certainly a book that anyone who speaks in public, or in front of others, needs to read, and re-read, from time to time.
What’s NEW?

With our new concept of facility Kitchen Reality:
- Observe all usability tests in a domestic kitchen.
- Do your projects in a non-traditional setting.
- See consumers enjoy their preparation and feelings.
- Enjoy a convivial space for your strategic meeting.

Where?

Our facilities are located in the heart of Paris, just in front of the world-famous Opera Garnier.
- 3 spacious focus group rooms
- 3 private client lounges
- NEW | 1 Kitchen Reality room with its own client lounge

Excellent catering, with chef on demand
Clear Communication
Actionable Results

Focus Groups, In-depth Interviews, Online, CLTs, HUTs

Broad Category Experience
Quantitative and Qualitative Research Design
Statistical Analysis, Consulting
Multi-site Fielding, Local and International Project
Management
Large Kitchen for Special Equipment
Recruiting, Online Video Streaming, Top rated Catering

ACCE International
2575 Dunwin Drive Mississauga, ON L5L 3N9
P: (905) 828-0493 ext. 255
E: lseguin@acceintl.com - Lynn Seguin
W: acceintl.com

Reliable, Actionable Consumer Insights by Design™