It has been a pleasure serving as QRCA President since I took over from Chris Kann in September. During my tenure on the Board I have been impressed with the progress that has been made on a variety of initiatives and the changes that QRCA continues to make in order to improve its value for members.

I want to highlight some of the most notable accomplishments for QRCA in 2009:

1. Approved the 2009 – 2011 Strategic Plan for the Association in January, including Mission, Vision and Values statements. This roadmap is providing guidance and focus to the Board, volunteers and staff as we work to accomplish the tasks outlined in the plan.

2. Initiated a Member Benefits Task Force to provide a comprehensive review of member value. This group was led by Julie Medalis and met throughout 2009 to analyze member benefits and data in order to identify how QRCA can best meet our member’s needs. Their recommendations will be incorporated into the Strategic Plan.

3. Initiated the Rising Star Award for a younger, newer member with volunteer commitment and leadership in QRCA. The first Rising Star award was presented to Shaili Bhatt in Palm Springs for her outstanding leadership to QRCA (right).

4. Held a successful Spring Symposium in Chicago on Excellence in Qualitative Research that had clients and researchers sharing case studies highlighting innovations in qualitative research (See page 9).

5. Launched QRCA Breakthroughs.com (next page), featuring a new audio series that brings to life some of the exciting qualitative research being done in the field by our members.
6. Developed a brand strategy, new logo and associated updated look and feel for the website and all QRCA communications.

7. Developed a formal review process for the management company to optimize the relationship with the management firm to ensure continuity as well as to annually review their goals and performance.

In the first year of the Strategic Plan, 17 tasks were completed that we want to share and celebrate:

**Goal: Enhance Member Value**
- Provide aid to chapters on education content (speaker list, etc).
- Develop SIG operating guidelines for the SIG policy manual.
- Implement “Rising Star” Award to call attention to accomplishments of new QRCA members to help inspire others to become involved.
- Analyze electronic communications (News Bites, Connections).
- Complete a comprehensive review of benefit offerings to all segments of membership (especially international, new and tenured members) to identify strategies to address any gaps in access.
- Conduct research with tenured members to determine their needs and wants from QRCA.
- Develop a communication plan to increase awareness of new and existing member benefits.

**Goal: Increase Stature of QRCs Among External Audiences**
- Conduct one-day “open” symposium to broaden opportunities to share message of qualitative research with external audiences. Establish strategy for communication of QRCA brand positioning to key external audiences.
- Develop and execute plan for communicating the QRCA brand positioning to members.
- Update the look and feel of external communications (logo, website, ads) to align with QRCA brand positioning.
- Evaluate content and delivery of Qcasts as key external knowledge transfer vehicle.

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

**Goal: Maintain Association Health**
- Explore the creation of an advisory team to assist Treasurer in making investment decisions.
- Formalize annual audit analysis plan.
- Develop and conduct annual performance review process to optimize relationship with management firm to ensure continuity.
- Write Board of Director job descriptions.
- Formalize an annual Board orientation program.
- Create an annual plan to review committee goals and succession plan.

Thank you to everyone who helped QRCA with these and other accomplishments. It is a privilege working with QRCA members to jointly move our field forward.
2009/2010 BOARD OF DIRECTORS AND STAFF

Abby Leafe
President

Matt Towers
Treasurer

Susan Saurage-Altenloh
Director

Foster Winter
Director

Nancy Hardwick
Vice President

Manuela Fletcher
Director

Ilka Kuhagen
Director

Susan Abbott
Director

Susan Thornhill
Secretary

2008/2009 BOARD MEMBERS

Chris Kann
Outgoing President

Sharon Livingston
Immediate Past President

Nancy Ulrich
Director

David Ewald
Senior Advisor

Shannon Pfarr
Executive Director

Darrin Hubbard
Assistant Executive Director

Julie Cygan
Event Planner

Nicki Brunner
Art Director

Laurie Pumper
Communication Director
One of the major tasks of the Vice President during their term is to oversee and coordinate QRCA’s wonderful volunteer leaders serving on committees, chapters and SIGs. I want to recognize and thank the leaders on page 5 for their outstanding dedication to QRCA and its members during 2009. It is because of the efforts of these leaders that QRCA is able to accomplish so much!

I also want to highlight some of the great initiatives that emerged from our committees during 2009:

- The Field and Industry Relations Committee published a "Sweet Sixteen" article that highlighted the do’s and don’ts to building relationships with facilities.
- The International Committee chose Ngaia Calder as the Global Scholarship winner for 2009 to attend the Annual Conference in Palm Springs, CA.
- The Professionalism Committee published a Tips for Observing Qualitative Research white paper to help observers maximize their understanding by offering suggestions for watching and listening more effectively to focus groups.
- Nine Qcasts were held on a variety of topics throughout 2009. Beginning in August, Qcasts have been available in podcast format on the website.
- The Technology Committee launched a very successful public QRCA LinkedIn forum that now has more than 1150 members!
- The Public Relations Advisory Group worked with our PR firm, Hart Associates, to build QRCA’s visibility and increase awareness, establish QRCA as the authority in qualitative research, promote QRCA to a national audience and increase business for all its members. Some of the 2009 highlights included:
  - Ten published stories in five different media outlets
  - Two published case studies since the Symposium in 2009
  - Articles in BtoB, InformationWeek, Mobile Marketer and AdAge
  - Creation of a Media Response Team of QRCA members who can talk to the media on QRCA’s behalf
  - Development of content partnerships with other industry associations

Finally, QRCA’s chapters and SIGs each held numerous in-person and virtual meetings to connect our members in order to share best practices, new techniques and camaraderie. In many ways our chapters serve as the face for QRCA, and we are grateful for the leadership taking place across the globe in bringing QRCA members together.

‘Vice President’ continued on page 5
2009 VOLUNTEER LEADERS RECOGNITION
from Vice President’s Report

Committee Leaders
Kirk Bridgman – 2009 Annual Conference Chair
Jim Bryson – QRCA Views
Shailli Bhatt – 2009 Annual Conference Vice Chair
Bill Fanning – Membership
Manuela Fletcher – International
J. Robert Harris – Professionalism
Ilka Kuhagen – AQR/QRCA Joint Conference
Judy Langer – Field
Sharon Livingston – QRCA Views
Peter Lovett – International
John Patterson – Professionalism
Dorrie Paynter – Technology
Joel Reish – Industry Relations
George Sloan – Field
Liz Van Patten – Qcasts
Dona Vitale – Spring Symposium
Jeff Walkowski – Connections
Steve Willson – Technology
Monica Zinchiak – QRCA Views

Task Force and Advisory Committee Leaders
Steve Appel – Public Relations Advisory Group (late ’09)
Farnaz Badie – Mentoring Exchange Task Force
Mike Flynn – Branding Advisory Group
Judy Galloway – Public Relations Advisory Group (late ’09)
Chris Kann – Public Relations Advisory Group (late ’09)
Sharon Livingston – Branding Advisory Group
Julie Medalis – Member Benefits Task Force
Francesca Moscatelli – Mentoring Exchange Task Force
Rick Weitzer – Public Relations Advisory Group (early ’09)

Chapter Leaders
Susan Abbott – Canada
Roben Allong – NY/Metropolitan NYC
Elaine Anwander – Florida
Guylaine Bakerdjian – Eastern Canada
Shailli Bhatt – IL/Chicago
Angela Clark – MI/Detroit Metro
Ruth Connolly – OH/IN/KY Chapter
Rosemary Driscoll – New England

Elyse Dumach – IL/Chicago
Jeff Etherton – Pacific Northwest
Carol Gailey – Southern California
Barbara Gassaway – Washington D.C.
Elaine Gingold – Minnesota
Corette Haf – Virtual
Holly Hansen – Minnesota
Claire Heffernan – Western New York
Kathy Jacobs-Houk – Florida
Mike Karchner – Philadelphia/Delaware Valley
Kevin Kimbell – San Francisco
Krista Hobbs Knuffman – Missouri
Lana Limpert – Western New York
Jim Loretta – Florida
Holly O’Neill – Southern California
Camille Nicita – MI/Detroit Metro
Jane Pepe – San Francisco
Joel Reish – Georgia/Alabama
Ellen Schaefer – Southern California
Manny Schrager – NY/Metropolitan NYC
Jen Simson – New England
Regina Szyszkievicz – Pacific Northwest
Lawrence Tobias – NY/Metropolitan NY
Megann Willson – Canada
Amy Winstel – OH/IN/KY Chapter
Jay Zaltzman – Southern California

SIG Leaders
Bill Abrams – Ethnography SIG
Isabel Aneyba – Latino SIG
Grace Fuller – Creativity + Innovation SIG
Corette Haf – Online SIG
John Holcombe – Ethnography SIG
Susan Saurage-Altenloh – Creativity + Innovation SIG
Kristin Schwitzer – Online SIG
Ben Smithee – Pharma/Healthcare SIG
Marta Villanueva – Latino SIG
Rick Weitzer – Political SIG
In 2009 I oversaw the election for the 2009 – 2011 QRCA Board of Directors. There were four slots open as Chris Kann, Sharon Livingston and Nancy Ulrich completed their service, and Nancy Hardwick completed her first term. The following members were elected by their colleagues to serve on the Board: Susan Abbott, Susan Saurage-Altenloh, Nancy Hardwick and Matt Towers.

The Board Members elected to serve as 2009/2010 Officers include: Abby Leafe, President; Nancy Hardwick, Vice President; Matt Towers, Treasurer; and Susan Thornhill, Secretary.

QRCA wants to gratefully recognize Chris Kann (pictured), Sharon Livingston (pictured) and Nancy Ulrich for their years of dedicated and exemplary service on the Board, which included terms as President for Chris and Sharon. The three members completed their terms in September of 2009.

Additional achievements in 2009 include:

- Separate Chapter and SIG Policy Manuals were approved
- Board and Annual Conference Policies were updated
- All policies are available on the QRCA website

Sharon Livingston
Chris Kann (left) receives her award from Abby Leafe

Member Retention by Year

Year-End Membership

935
QRCA is a financially strong, mature organization with solid cash reserves. We have consistent revenue from dues, sponsorships, conference registration and a continued stream of investment income. QRCA has a good amount of cash reserves that enable us to have resources to invest in the association. The industry standard for reserves is 6-12 months of operating expenses on hand for associations of our size and expense structure, and according to this measure, we are right where we need to be with assets of $480,806.

Because we had accumulated more cash reserves than needed, QRCA has been strategically investing over the past two years. In 2009 $43,925 was spent on branding and $35,009 on public relations efforts because one of QRCA’s strategic goals is to "Increase the Stature of QRCs Among External Audiences." These efforts have resulted in a new look to the QRCA website, a new logo, a new tagline, the Breakthroughs website, and the numerous public relations accomplishments that were listed previously in this report.

QRCA faced some big challenges in 2009 due to economic stresses, which resulted in sponsorship (-$34,145) and registrations (-$52,676) being down for our events, as well as a decline in interest income. However, we were able to limit expenses in many areas such as equipment rental (-$25,405), telephone (-$5,139), Chapters/SIGs (-$6,559) and food and beverages (-$13,246).

In 2009, QRCA hired an accounting firm to conduct a financial audit. The audit firm, Romer and Company, found that QRCA’s financial statements presented fairly, in all material respects, the financial position of QRCA as of December 31, 2008, as well as the changes in net assets and cash flows. An accounting manual and chart of accounts were recommended by the auditor and have since been approved by the Board.

The Board approved an Investment Advisory Group (IAG) in 2009 that is charged with drafting strategies and investment policies for QRCA that are consistent with the Board’s investment philosophy. The IAG will make recommendations to the Board, monitor and evaluate the performance of QRCA’s investments and assist the Treasurer in communicating QRCA investment performance to members.

Key QRCA supporters that we want to recognize and thank!
- QRCA Conference Sponsors (Annual, Symposium and Joint Conferences)
- QRCA Annual Conference Exhibitors
- QRCA VIEWS Advertisers
- QRCA Facilities & Services Directory Advertisers
- Related associations (AMA, AQR, Greenbook)

‘Treasurer’ continued on page 8
###平衡表

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<th>资产</th>
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###收入及费用

- **常规费用**：36%
- **管理费用**：31%
- **会员费用**：22%
- **会议赞助**：9%
- **会议注册**：8%
- **印刷**：3%
- **委员会/SIGS/TF/章节**：3%
- **公关/品牌**：22%

**收入2009**

- **会员费用**：38%
- **会议注册**：28%
- **会议赞助**：22%
- **公关/品牌**：11%
- **印刷**：9%
- **委员会/SIGS/TF/章节**：3%
On May 7, 2009, QRCA held its first Symposium on Excellence in Qualitative Research at the Hotel InterContinental in Chicago. The objective of the event was to provide an opportunity to illustrate the value of qualitative research to the general audience of research users and buyers, while at the same time highlighting the professional excellence, client/researcher partnership, and creativity of QRCA members.

The event featured 19 member and non-member speakers and was attended by an additional 140 participants, 34% of whom were non-members of QRCA. Participants came from 28 states, Canada and Europe.

The keynote address was given by Kristin Bush, Senior Manager, Consumer & Market Knowledge, Procter & Gamble, and the remaining nine case history presentations were made jointly by QRCA members and their client partners. These presentations illustrated innovative applications of traditional and new forms of qualitative research to the client’s business problem. Response to the presentations was almost universally enthusiastic, with many QRCA members commenting that the addition of client presenters to the program added to their understanding of some of the issues that emerge on the client side of research projects.

After the Symposium, a number of opportunities to widen exposure to the case history presentations emerged, resulting in an ongoing public relations campaign fueled by Symposium content. To date, Symposium cases have been featured in Quirk’s Marketing Research and several other publications, and have been presented as Q Casts, open to QRCA members and non-members. Continuing efforts to place other articles will extend the reach of the event even further in the future.

Hope to see you at the 2011 Spring Symposium in Chicago!
2009 ANNUAL CONFERENCE
by Kirk Bridgman, M.B.A.

The 2009 QRCA Annual Conference was held at the beautiful Renaissance Esmeralda Resort & Spa in Palm Springs, California, October 7-9, 2009. The theme for this Annual Conference was Communicate, Rejuvenate, Celebrate, and the conference featured a variety of outstanding educational sessions and networking opportunities that allowed attendees to do just that.

Attendees reacted positively to the mix of educational sessions that focused on new technologies, new insights, new techniques and new business.

A few comments included:
• "The conference was amazing. So much new information. Kudos to everyone who presented. Every session I attended was top-notch."
• "As a new member and first-time conference attendee, I would like to thank everyone for their contribution. I have never encountered such a potentially competitive, professional group, so willing to share, and welcome new members. I was humbled by your generosity and warmth."
• "Upside for old-timers at the conference – a marked change in speaker selection – new faces, new topics. Loved the recognition of online, social media, and mobile."

Louie Gravance, the Thursday luncheon speaker, spoke about why "There’s No Business But Show Business." This former Walt Disney Company trainer regaled the audience with stories about his experiences while working at Disney, and the importance of personal and group narratives as they relate to customer service. He shared a matrix for success to be used by any qualitative research consultant dedicated to providing the finest in client service.

As always, another highlight of the conference was the social program, where attendees have opportunities to meet with colleagues and establish new friendships, to share ideas, a meal and more than a few laughs. This past year the Thursday evening gala showcased attendees who came dressed as if they were characters attending an outdoor garden party with classic Hollywood celebrities from both past and present. It was a wonderful opportunity to hobnob, dine, be entertained by Frank Sinatra and Marilyn Monroe, and dance under the stars with Desi and Lucy, Humphrey Bogart, and many, many more!

Important QRCA awards were given out during the conference, including: the President’s Award, which went to Dona Vitale for her great work on the Spring Symposium; the Maryann Pflug Award, which went to the spirited Manuela Fletcher; and the new Rising Star Award, which went to conference vice-chair, Shaili Bhatt.

I want to thank all of the wonderful sponsors and exhibitors who helped make this conference such a successful event. Truly, it is only with the generous support of our sponsors and exhibitors that events like the Annual Conference can enrich our QRCA experience. Additionally, this conference would not have been possible without the incredible energy, excitement and effort of all of the conference team volunteers who contributed so much to its success. I am grateful for their assistance.

I look forward to seeing everyone in Philadelphia for the 2010 Annual Conference!