A great focus group...

Deserves a great recording.

VideoMarker CD Recording
Digital Recording of Live Focus Groups

VideoMarker makes focus group review & analysis faster and easier, adds impact to your presentations, and increases the visibility of your research. You’ll leave the focus facility with a CD you can view right on your PC, all your back-room notes synchronized to the video for easy recall, and software for making video clips in seconds. VideoMarker is incorporates and easy to use. Ask for it instead of video tape or DVD at our 100+ focus facilities. It’s a ready great research. FocusVision just makes it better.

Great Research Made Better
WE DEFINE PARTNERSHIP

Coming together is a beginning. Keeping together is progress; working together is success.
—Henry Ford

More than 40 years, we’ve been constantly perfecting the art and science of qualitative and quantitative data collection, building a reputation as one of the largest and most innovative research services companies in the world. Over that time, we have won many prestigious awards. But more importantly, we’ve won the trust and confidence of some of the most discerning companies and research professionals in the world.

We’d like to help you build your business. With a lifetime of experience and a dedicated staff of research professionals, providing personalized service we are your global research partner.

Focus Solutions Alliance

Discounts for any combination of locations.

Boston, Massachusetts
Cary Smith, Director of Operations
617-321-4444

Chicago, Illinois
Smith Research
847-586-0196

Cleveland, Ohio
OBONNI Research
216-337-3434

Dayton, Ohio
Smith Research
847-948-0140

Oak Brook, Illinois
Smith Research
847-948-0140

Denver, Colorado
TA Denver
303-593-5050

Framingham, Massachusetts
National Telephone Forum
508-376-7788

Los Angeles, California
Maxor Research, Inc.
310-670-4621

Kansas City, Kansas
Public Opinion Marketing Research
913-541-4145

San Francisco, California
Pace & Associates
415-977-8606

So. San Francisco, California
Pace & Associates
415-977-8606

Stamford, Connecticut
Focus Research Associates
203-922-1173

Tampa, Florida
TA-Tampa
813-225-1600

Teaneck, New Jersey
TA New Jersey
201-683-1506

Our network of indepdently owned and operated research centers is ready to focus on your project. Discounts apply for use of two or more Alliance facilities.

No matter what your research project calls for... from focus groups to interviews to product evaluations - one call to the number shown below is all you need.

Choose any combination of locations and you’re assured of getting bids, discounts and having your project managed by an owner of a top rated facility. You’ll also get updates and progress reports from one or all locations.

Focus Solutions Alliance is the smart call.

888-431-6650
Focus Market Research is the #1 Star for Qualitative Research

TOP RATED IN THE 2007 IMPULSE

Conscientious Staff  *  Consistent Quality  *  Courteous Service  *  Commitment

Let Focus make YOU the Star on your next project!

MINNEAPOLIS
p: 612.869.8181  f: 612.869.8109
minneapolis@focusmarketresearch.com

PHOENIX
p: 480.874.2714  f: 480.874.1714
phoenix@focusmarketresearch.com

www.focusmarketresearch.com
FROM THE EDITOR-IN-CHIEF

New Initiatives for Your Magazine  • David Van Nuys, the new editor-in-chief of QRCA VIEWS, outlines his goals for this vital industry resource and touts the many reasons for attending the upcoming QRCA Annual Conference in Vancouver.

FROM THE PRESIDENT

The Validity of Qualitative Research  • Joel Reish discusses how both quantitative and qualitative research can possess validity, with some distinct advantages to qualitative research.

BUSINESS MATTERS

Researchers Reflect: The Qual Business Future Ain’t What It Used to Be  • Global conglomerates, bargain-hunting clients, protective contracts — ask qualitative researchers, and they’ll tell you: the future ain’t what it used to be. Investigative reporter Cathy Salibian offers insight into what is happening in the qualitative research industry.

QUALITATIVE TOOLBOX

Chameleon Branding  • Using an evolutionary approach, authors Enrique Domingo and Eduard Playà discuss essential branding strategies within the current context of market turbulence and fast-changing consumer circumstances.

SCHOOLS OF THOUGHT

Partnering with Anthropology  • Mark Lovell and Johanne Angeli discuss how anthropology can fruitfully inform qualitative research.

FEATURE EDITORS

Book Reviews: Kay Cory Aubrey, kay@usabilityresources.net  • Business Matters: Abby Leafe, aileafe@customerstrat.com  • International Research: Raj Sharma, raj@rmsindia.com  • Qualitative Toolbox: Sharon Livingston, Ph.D., sharon@tigonline.com  • Schools of Thought: Lana Limpert, lana@techniclarity.com  • Targeted Marketing: Judy Langer, judy@langerqual.com  • Tech Talk: Matt Towers, mtowers@towersresearch.com  • Travel & Leisure: Mary Beth Solomon, marybeth@solomon-solutions.com

Editor-in-Chief: David Van Nuys, Ph.D., david@e-focusgroups.com  • Managing Editors: Monica Zinchiak, monica@zresearchservices.com, and Susan Sweet, ssweet@doyleresearch.com  • Design/Art Direction & Publishing: Leading Edge Communications, LLC (615) 790.3718 views@leadingedgecommunications.com
Marketing Research is not a game

but you must play to win!
TARGETED MARKETING
Desi Appeals: Emotional Touch Points to Connect with South Asian Consumers • Rupa Ranganathan helps marketers and researchers identify key emotional touch points to connect with South Asian consumers who often refer to themselves as “desis.”

TECH TALK
Conducting Website Usability Research Using Morae • Clients frequently ask to conduct website usability research. Whether or not you want to conduct this research yourself, it is important to understand what it is, when it is beneficial and the options for using software to make the data collection easier.

QRCA NEWS
2007 Annual QRCA Conference Program Preview • Energize your qualitative research business with workshops and seminars by the best in the industry, October 24–26, in Vancouver, Canada.

TRAVEL & LEISURE
Get Hooked on All of Vancouver: Day Trips, Side Trips and Curious Finds in the City • If you have never been to Vancouver, this year’s conference provides an ideal opportunity to visit. If you have been to Vancouver, come back to see it in all its photogenic October splendor.

BOOK REVIEW
Beyond Bullet Points • Learn new ways to present study findings that go beyond the traditional uses of Microsoft PowerPoint. Conversation on Networking • Conversation on Networking is packed with ideas on how to build business and personal relationships that are fun, effective and rewarding.
The Focus Network welcomes you to the Comfort Zone

Wherever your research takes you, we’ll make you feel right at home.

With offices in eight major centers, we’re where you want to be. We provide you and your clients with comprehensive, high-quality marketing research services in a comfortable environment:

- well-designed facilities
- state-of-the-art technology
- top-notch catering
- expert recruiting

Each facility is staffed by experienced, knowledgeable, energetic people providing the expertise, reliability and personal service that you demand.

To contact any of The Focus Network locations call 1-800-394-1348 or visit www.thefocusnetwork.com for more information.
In this issue of QRCA VIEWS, research buyers and researchers alike will find challenging food for thought. Among the delights contained herein is an article by Dr. Bruce Eckman describing a psychodrama technique he calls “The Crucible” for getting beneath respondent self-deceptions. Equally fascinating is the piece by Adriana Waterston on marrying quantitative and qualitative techniques to tackle such challenges as researching consumer acceptance and usage of new technologies and gadgets. Rupa Ranganathan offers us an international perspective, exploring emotional touch points for connecting with South Asian consumers. In the first of a two-part story, E.C. Salibian reports on the reflections of QRCA thought leaders in her article “The Qual Business Future Ain’t What It Used to Be,” citing the many challenges that loom before the independent practitioner. Meanwhile, Enrique Dominguez and Eduard Playà suggest that “Chameleon Branding” will be a necessary component in speaking to rapidly shifting and evolving consumer tastes and expectations. And these are just a few of this month’s offerings that we hope will both entertain and educate.

This issue marks yet another chapter in the unfolding story of QRCA VIEWS, inasmuch as I am stepping on board as this publication’s third editor-in-chief. Sharon Wolf was the founding editor of QRCA VIEWS in its current format in 2002, and in very short order, she made this an award-winning magazine. In 2005, Sharon stepped down, and Lana Limpert became the next QRCA VIEWS editor-in-chief, continuing the emphasis on quality that Sharon had established, while expanding the magazine’s size, distribution and scope. I am happy to report that Lana will continue on as the feature editor of her series on “Schools of Thought.”

It is said that we stand on the shoulders of giants. I am not certain that these two women would feel great about being called “giants.” Similarly, saying I have big shoes to fill might be taken as implying something about the size of their feet! Suffice it to say, they have set the mark high, and I hope to rise to the occasion. Fortunately, I will have the support of a seasoned and very hard-working editorial staff.

As one of QRCA’s more visible “wire heads,” I have had a good time being the Tech Talk feature editor for the past couple of years. I am very happy to have been able to recruit Matt Towers, another notorious “techie,” to move into that slot. Among other things, Matt has co-chaired our web committee, overseen the recent redesign of the QRCA website, redesigned our Member Forum online bulletin board and served as its moderator. Matt has also been a presenter on technology topics at our annual QRCA conference and will do so again at our upcoming conference. Clearly, Tech Talk will be in good hands!

When I discussed with Lana what my initial editorial should cover, she suggested it would be a good place to outline my vision for QRCA VIEWS. Beyond maintaining the terrific quality that the QRCA VIEWS team has already established, I do have some specific initiatives I plan to pursue.

First, I think all QRCA VIEWS authors should automatically receive an Adobe Acrobat file of their article for posting on their own website (or whatever) at no cost to them. In the past, they had to pay for this. Starting with this issue, our policy will be to automatically provide a free Acrobat (.pdf) file to all our authors.

A second initiative near and dear to my heart is to make at least one QRCA VIEWS article from each issue available as a free podcast. I know many of our
readers are so busy that they don't always get around to reading QRCA VIEWS, despite their best intentions. A podcast can be listened to while jogging, driving, waiting in the doctor's office or passing time in the airport, waiting for a flight.

A third initiative is to work on getting QRCA VIEWS out to more clients and potential clients.

I would love to get your reactions to the new initiatives I have proposed here, in person, at our Annual QRCA Conference in Vancouver, BC. Personally, I am really excited about this venue. Vancouver is such a gem! You really should plan some extra days there, if at all possible. And the program looks terrific! Whether you are new to QRCA or a longtime veteran, this annual event is the best opportunity you have as a qualitative researcher to learn and grow in your profession and to meet other practitioners in an open, collegial setting.

ENERGIZE is the conference theme, and all the events are aimed at pumping up your game and your motivation. This theme stems from a desire to get all conference attendees to head home from Vancouver with a renewed love for our profession, bursting with enthusiasm to start the next project and full of new ideas on how to approach projects, clients and life.

This theme is carried through in the conference tracks:

CONNECT: Rediscovering tried-and-true methods, making new connections with established skills or reconnecting with established methodologies.

SPARK: Re-examining established ideas and turning them on their heads, finding new applications.

DISCOVER: Finding new energy sources, such as new trends or methodologies.

FUEL: Exploring new ways to build your business or ways to reinvent yourself and your business.

Keynote speaker Roger von Oech is an internationally acclaimed creativity author and consultant. I remember being sparked by his first book, A Whack on the Side of the Head. He is sure to get our juices flowing.

You will find more information about this exciting conference in this issue, starting on page 72. Here’s to seeing you in Vancouver!
In the movie sci-fi thriller The Matrix, humankind is trapped living in an artificial world created by machines and a giant computer program called the Matrix that simulates their lives. A few people escape and fight in the real world to overthrow the machines. These revolutionaries watch computer screens with the data of the Matrix streaming across, endless strings of numbers and letters. In one scene, a character relates how he does not even see the data on the screens anymore; instead, when looking at the data stream, he actually sees the people who are trapped in the computer program as they live out their lives.

Maybe one day in the future, we will develop tools to be able to see data “come to life” in a similar fashion. In the meantime, though, quantitative data has limitations as to how much understanding and insight can be derived, and the best way to achieve deeper insights about human motivations, thought processes, emotional stimuli and subconscious drivers remains qualitative marketing research.

In considering qualitative and quantitative marketing research, the idea of “validity” invariably enters the thought process. And, as we all know, quantitative research has validity and qualitative does not, right?

Wrong. Quantitative research has statistical validity, and it is true that qualitative does not. Statistical validity, however, only describes mathematical properties and relationships between numbers.

Pop Quiz: Suppose a poll is taken from a sample that is representative of a given target population, and the margin of error is ±3 percentage points at the 95 percent confidence interval. One finding in the study is that 50 percent of respondents say they “definitely will buy” the product being tested. Therefore, which of the following is true:

(a) 50 percent of the target population definitely will buy the product.
(b) Between 47 percent and 53 percent of the target population definitely will buy the product.
(c) There is a 95 percent chance that between 47 percent and 53 percent of the target population definitely will buy the product.
(d) 50 percent of the target population probably will buy the product.

The answer is... none of the above. All that is known is that there is a 95 percent chance that if the target population were asked the same question, in the same way and in the same context, at the same time, then between 47 percent and 53 percent of them would answer the question the same way. That is all the “validity” that statistical validity provides. There is no implication whatsoever to derive from statistical validity that the question itself and the way it was asked truly measure what it is intended to measure. Yet, that is the trap that many people who produce and use marketing research fall into.

There is a comfort in relying on such numbers; they are concrete, measurable, relational to each other and seem to provide a great deal of information based on these properties. And within the confines of statistical validity, these are all true and valuable properties. But that comfort is dangerous — statistical validity is very different from the everyday concept of validity, but many people blur the two together.

This inclination can lead people down the wrong path, injecting “validity” into “findings” that have no validity at all. Several years back, there was quite a stir over the results of a poll conducted by a reputable survey organization that indicated nearly one quarter of Americans believe that the Nazi Holocaust may not have happened. People were shocked. How could such ignorance be so widespread in American society? What does this finding say about American society as a whole? Very few people, however, actually questioned the research itself. Upon closer examination, the company that conducted the poll discovered that the survey question contained a double negative and was misunderstood by respondents. A newly worded survey showed that less than 1 percent believe that the Holocaust may not have happened.

(continued on page 12)
Fieldwork’s 17 focus-group facilities are uniformly world-class, with stylish design elements, attentive service, great food and, of course, first-rate recruiting. Fieldwork facilities: enjoyed one, enjoyed ‘em all. To field your next study, call any one of our 17 locations across the country. Or, for consistently great multi-market project management anywhere in the world, call the Fieldwork Network at 1-800-TO-FIELD.

www.fieldwork.com

*NEW* Fieldwork Seattle–Downtown. info@fieldwork.com
The survey had plenty of statistical validity, but it did not reflect people’s true beliefs. Nonetheless, the results initially were given a lot of validity.

The gap comes from the fact that perceptions, values, emotions, memory and other intangible qualities are the key elements we wish to measure in marketing research, but such elements by definition defy — or, at least, resist — quantification. Statistical validity is great if you are measuring certain molecular isotopes in ocean water or the propensity to a certain disease in different demographic segments. In the realm of marketing research, however, the perceptual human factors keep all statistically valid results at arm’s length from true insight.

“Validity,” in everyday vernacular and as commonly understood, refers to a quality attributed to that which is considered valid — e.g., being well grounded or justifiable, being relevant and meaningful, based on truth or reason, or being logically correct (derived from definitions in Merriam-Webster, Cambridge and American Heritage dictionaries).

Both qualitative and quantitative research techniques can possess validity. Quantitative research can provide validity and insights if the key drivers and important factors are asked about, and if they are asked about in an appropriate way. The same can be said for qualitative research, except that qualitative has some distinct advantages:

- Qualitative research can uncover key drivers and important factors even if they are not asked about.
- Respondents in qualitative research can indicate that they do not understand the question or that the question is barking up the wrong tree.
- Certain techniques in qualitative research can reveal how the “human factors” are at work even if the respondents are not consciously aware of them.

Qualitative research also derives validity from the way that respondents relate their perceptions and experiences. Qualitative is perfectly tailored to learn about how people think about the decisions they make and why they choose one option over another. These findings are more than additional valuable insights — they are the basis for finding validity in all of the insights.

For example, suppose a software company conducts qualitative research with former customers. In the first market, these former customers relate not only what they like about their new software package, but they also describe how their past experience with the client’s product was unfavorable because it relied too much on the use of complex function key input. Then, the research team goes to a completely different market, and again the former customers relate that the complex function key input was a factor in their decision to switch. And then again in another market, and in another.

Guess what? There is validity in that finding; it is well grounded and reasonable that people who have never met or discussed their experiences would relate the very same experience and the same explanation again and again.

In fact, the most insights and the most validity often can be derived from using both qualitative and quantitative techniques, not just one or the other. Years ago, there was a famous study conducted for a processed-foods manufacturer that had perfected a cake mix that only required adding water. Home-makers were brought in to blind taste-test the old recipe, which required adding fresh milk and eggs, compared to the new “water-only” recipe. And, in the blind taste test, the old and new recipes were indistinguishable. But then homemakers were brought in to actually react to each product and were asked to taste-test cakes that they baked using the old and new recipes side by side. In this taste test, the old recipe won hands down. Qualitative probing uncovered that making a cake was not making a cake to these homemakers — it was a significant act of caring for their families. Without cracking an egg and pouring some milk, these respondents did not get a chance to put their “love” into the cake, and thus it truly did not taste as good to them. The blind taste test was statistically valid, but it did not reveal the true situation. The qualitative research put the quantitative results into the proper framework. Together, they painted a rich picture that provided true, meaningful insights.

Qualitative and quantitative are not substitutes for each other, although unfortunately they often are considered to be exactly that. A professor of mine in graduate school had a favorite saying: “Which is the leg that causes the stool to stand?” Of course, no leg of the stool is more important than another in keeping the stool upright; they work together to provide something that none of them could do on their own.

In a similar fashion, qualitative and quantitative research often work together to provide the best insights that neither technique alone could provide. To best understand their markets and customers, companies would do well to incorporate qualitative research into their plans as much as possible. Otherwise, they could be left without a leg to stand on.

Parting Thoughts

The publication of this issue of QRCA VIEWS coincides with the end of my term as QRCA president. It has been my distinct privilege and honor to represent and serve this amazing group of professionals dedicated to advancing the qualitative research profession. In the past year, we have seen QRCA gain wider awareness in the industry, and we have made important strides in serving our members and in enhancing the profession. I am confident that QRCA can continue this tradition and will work to ensure that qualitative research is used widely, used correctly and helps clients achieve the best insights that address their objectives.
The focus group experience redefined

You enter a building in downtown Seattle, central to everything.

The public spaces are modern, inviting and beautiful. The elevator takes you swiftly to the offices of Consumer Opinion Services and you see it is run by truly professional research people and designed with your comfort and needs in mind. The people and the room are prepared. When you need something it's brought to you quickly and happily.

Your group goes well and you find you are hungry. There are 5 cafes and a world class restaurant in the building. Your dining options are endless. After the group your results are given to you on your choice of media and finally time runs out...

You leave happy, with a new knowledge of what a focus group facility can be like. It's worth the trip.

Call us with your next focus group assignment.

Consumer Opinion Services
12345 1st Avenue South Seattle, WA 98168
206-231-0050 South; 910-783-3860 Info@cosave.com

When is the last time you asked your focus group facility partners...

"What technologies do you use to manage your database to ensure I get a good mix of recruits?"

Would it surprise you to find that some facilities utilize archaic or outdated software systems that are not efficient or made just for your research? These systems do not often cater to professional recruiters, nor do they minimize the likelihood of people knowing each other in the same research study.

At L&E Research, we invested in a custom-built database management system to ensure we deliver the best recruiting possible. With our system we identify the most likely qualified recruit for a study, moving in "virgin" recruits to our call lists and screening out professionals. We spend our time collecting and searching information to allow fast turnaround recruiting on low incidence studies. These are just some of the benefits our technology investments bring to our clients' studies.

Are your facility partners investing in technologies that impact your studies where it matters most: great recruiting?

L & E Research
4120-21st Avenue, P47
910-783-3860
www.leeresearch.com  bids@leeresearch.com
PARTNERING WITH Anthropology

BY MARK LOVELL
Lovell Group • Westmount, Quebec, Canada • lovellgroup@aei.ca

AND JOHANNE ANGELI
Concordia University • Montreal, Quebec, Canada • johanne_angeli@hotmail.com

How and why do some groups of people define themselves as different from others nearby? How do these differences affect the way in which they interact with others?

These and similar questions often recur in various studies that qualitative research consultants (QRCs) are asked to plan and conduct. Sometimes, the questions are in the foreground: e.g., whenever there is a need to find out why an organization (be it a corporation, government department, hospital, community group, etc.) is not working productively, and what could be done to

Anthropologists can help enrich our methods of inquiry and our understanding of the dynamics that may be at work when groups of people define themselves as different from others nearby and how these differences affect interaction.
increase harmony and commitment. In other cases, such questions lurk in the background, as when sales, marketing and researchers cannot agree on why a brand or a campaign fails to achieve a consistent response, or whether a product can be tweaked to appeal to a secondary market to broaden its base.

Nowadays especially, people do not always say what they feel when talking about themselves, their own culture and how they perceive others, whether these are colleagues or others sharing their environment. Political correctness acts as a constraint. Think of those corporation tribal dances, where sales and marketing people dutifully but half-heartedly express solidarity and belief in the same goals, or those cafeterias where personnel at certain levels or of certain types sit together, while others claim indifference but look around for a more agreeable spot to park their trays.

Anthropologists can help enrich our methods of inquiry and our understanding of the dynamics that may be at work. They have developed theories on how these kinds of fractionalism begin and progress. They help make sense of situations that are irrational on the surface: e.g., when resentment and demands to be independent among subgroups threaten both the work and the survival of the whole organization. Anthropologists’ contributions can be particularly helpful for: uncovering and explaining symbols that can assume great importance for some people; how these symbols link with a sense of identity; and how the preservation of spatial distinctions, real or imagined, impacts attempts to impose interaction with other subgroups.

In this article, we attempt to show:

- How three anthropologists’ theories contributed to a better outcome — specifically, a more thorough understanding of the influences at work in certain healthcare institutions (the CLSCs of Quebec — i.e., Centre local de services communautaires, health centers where any Quebecker with a problem can come in for help).
- The scope for further applications of these theories that can enrich our work as QRCs (i.e., problems and situations where the dynamics can be better understood by drawing on insights from anthropology).

Note, at this point, that anthropology is not monolithic. The painstaking methodology of observing participants over the course of months — even years — that characterized its classical period is still important. Like other disciplines, however, anthropology is crosscut by different currents, and it evolves, perpetually reinventing itself. The last three decades have been marked by increasing use of formal, as well as informal, interviews. In the background, research questions have been more often predefined. Anthropology’s research goals — especially when it comes to questioning what might seem obvious at first and exploring underlying patterns of which participants may or may not be aware — share many similarities with our work.

More often than not, a qualitative research mandate has a mercantile agenda. This offends some anthropologists, while others remain open to participation in projects that are intended to have a practical outcome (e.g., in public healthcare and social marketing issues), assessing the acceptability of each one on a case-by-case basis.

**Theories**

To illustrate how anthropology can fruitfully inform qualitative research, we will present a case in which three theories, each exploring symbolic boundaries between ethnic and social groups, have been used to make sense of the relationships between professional categories.

**Fredrik Barth (1969)**

Fredrik Barth considered that the existence of a distinct group depends basically on the principal frontiers separating it from others. These are sometimes not frontiers that can be objectively determined by an outsider. What qualifies as a true frontier depends on how it is defined by the group itself and by what makes it an important criterion of distinctiveness in their eyes, both tangibly and symbolically. Moreover, what the group chooses to consider as key frontiers may vary according to the context.

Superficially, a casual observer might assume that ethnicity, age groups or socio-economic levels might be crucial differentiators. In certain contexts, this may be so. But particular sub-groups may define themselves in very different ways, which they recognize more readily as distinguishing them from their fellow workers or fellow citizens. Cultural reference points may be good examples, such as food preferences or avoidances, aesthetics or educational levels, and these too will depend on context for their importance.

**Mary Douglas (1966)**

Mary Douglas paid relatively more attention to the concepts of purity and pollution as key determinants of a group’s comfort level when coexisting, working or otherwise interacting with the mainstream or with other groups perceived as different. Underlying this approach is her belief that, above all else, human beings are driven to make some sense of their environment and to clarify their position, and that of others, within it. They are trying to provide order in the...
universe, partly by establishing what is normal and correct for themselves, depending on the subgroup to which they belong. Any dilution of what they perceive as constituting normality (i.e., each person in his or her proper place) is thus met with resistance. As an illustration, throughout history, groups have struggled with intermarriage. For example:

- Is this more beneficial (expanding the gene pool; increasing contacts, alliances, trade and power potential; bridging gaps between cultures, etc.)?
- Is it more detrimental (undermining traditions, cultural norms and expectations; reducing a sense of cohesion and pride; causing confusion among offspring, etc.)?

How far can concerns for “purity” be relativized? How far is “pollution” tolerable or even desirable? In the workplace, do substitutes who are fast learners become acceptable because they contribute productively, or (lacking the right degree or not paying dues to the right union) do they become a form of pollution that threatens to blur the boundaries of clear-cut professional categories?

Victor Turner (1977)

Victor Turner proposed the concept of liminality to describe the occupation of an ambiguous area by people who may be in transition or who prefer to operate in a space that is outside that of recognized groups. This threshold existence may be rewarding in some ways (e.g., a person may benefit from relative freedom from regulations and expectations imposed by others). At the same time, this person may experience trouble establishing rights enjoyed by those in adjoining groups. There is scope in liminality for both liberation and frustration. It also has potential for antagonizing others belonging to better-defined groups, arousing suspicion, resentment and possibly a sense of being threatened.

Historically, outlaws have served as examples of liminality in mainstream society; similar is the “wise old woman” living by herself, revered as an unorthodox source of medicine and advice when things go well, but persecuted whenever a scapegoat is needed.

Entire groups — ethnic, religious or occupational — are sometimes placed in a liminal position, whether they wish it or not, by the fact that they are a minority. A dramatic example would be the history of many Jewish communities in Eastern Europe.

Nowadays teenagers sometimes enjoy and sometimes feel “trapped” in their ambiguous space, being treated neither as adults nor as children. Gang formation may then appeal to them as an attractive alternative to adult aspirations.

Attitudes towards “threshold” people in society and in the workplace can vary enormously. Much depends on whether these are seen as active or passive, stabilized or encroaching on others’ preserves. They are well placed to criticize the nature and behavior of the surrounding groups, which can increase their liability to be seen and resented as outsiders. Think of supply teachers parachuted into schools to help the tenured staff. Understanding how people manage, use or abuse their liminality may be crucial for providing actionable advice.

Case History

In 2006, some qualitative work was undertaken among healthcare professionals working in CLSCs. The background to this study involved questions about supply and demand of psychological services.

Typically, economic models suppose that demand precedes supply. But the demand for help from psychologists working in CLSCs was shown to obey a different law. According to the psychologists taking part, “demand” grew exponentially once psychological services were known to be available at a CLSC. A nagging question remains: How much potential demand still exists, suspected but unknown? In other terms, people ask for psychological services if they know they can have them.

When people arrive at a clinic they often: do not realize exactly what they need; are not necessarily capable of articulating what they feel they need; and/or are often not limited to a single problem. They come in, hoping and trusting that the CLSC “system” can help them. The “system,” thus, is often in charge of deciding to whom they should be sent for help. In this context, the way the CLSC informs and orients people — toward psychologists or other professionals present in the institution — is of paramount importance.

Alongside the psychologists are doctors, nurses and social workers. Some of these interact and manage cases together, as multidisciplinary teams. Others remain apart, dealing with their cases, and the issue of case distribution then becomes touchy; the decision of where new patients go calls into question the “frontiers” between the different professionals’ territory. Moreover, when demand increases faster than budgets or improvements in resources (as is usually the case), harmonious interaction with a common purpose becomes an important commodity. Therefore, studying the relations between the various professionals working at a CLSC is crucial.
The psychologists proved to be acutely conscious of increased desire on the part of CLSC directors for rapid “throughput.” There was also pressure for throughput expressed by the other professionals, who are used to working with short-term goals. Ideally, individuals’ needs should be identified rapidly; they should be directed to the most appropriate professional in short order; their needs should then be resolved effectively; and, once back on their feet, they should then exit quickly to make way for the next person. Unfortunately, not all needs can be dealt with like this. A psychological problem is not like a nosebleed.

Psychologists, who form a minority within CLSCs and whose goals are long-term and less amenable to quantification, often feel marginalized. Many fear that their professional identity may become diluted in the system. They are anxious to defend their approach against what they perceive as pressure to sub-optimize and potential encroachment from other professionals and administrators. They defend themselves by erecting symbolic boundaries, such as:

- Insisting on using particular terms
- Pointing out that their ethical code involves certain differences from others’ codes
- Demanding specific administrative forms designed for themselves and not for social workers

Interestingly, these boundaries fluctuate, and this is reflected in the terms used, which have a symbolic value according to who uses them and who does not. Those feeling more threatened by doctors claim, as their most distinguishing feature, that they do not take people in charge against their will but offer a more empathetic and egalitarian approach. They avoid the term “patients” and prefer to talk about “clients,” thus distinguishing their approach from the doctors in the office next door. By contrast, those more determined to differentiate themselves from social workers draw attention to their high level of specialization that underlies their ability to practice “proper” psychotherapy. They insist that their role is to cure, not to normalize, people’s behaviors; consequently, these psychologists avoid “clients” (a social worker’s term) and tend to talk of their “patients.”
This verbatim from a psychologist illustrates two things: a sense of encroachment and evidence of resentment caused by insisting on remaining in control of the areas of intervention believed to be rightfully theirs:

“We’re regarded as rigid, because we are defending our psychotherapeutic territory.”

The following diagram shows the CLSC “territory” as perceived by the psychologists working there. For simplification, only the main tendencies in their thinking are represented. Albeit on a small sample, there was evidence that the culture within different CLSCs can be more divisive or less confrontational depending on the composition of the staff, their length of employment and their personalities. It must be remembered that the perceptions here are those of the psychologists, but they also are rooted in the realities of a complex and often overburdened healthcare system.

**Psychologists’ Perceptions of CLSC Territory**

The anthropologists’ theories offer some interesting perspectives when analyzing the CLSC situation.

Following Barth, the proximity of the other groups of professionals working closely with the psychologists prompts them to stress the frontiers between them, and the context helps define what makes both them and their work distinctive. Their sense of identity and self-perception is strengthened by the feeling of having territory to defend and principles to protect. The criteria for being a psychologist come to the forefront. They have had rigorous training, while others have had “introductions to the basics,” as they pointed out in the focus groups. Contrary to what they judge to be the practice of some social workers, they would never take on cases for which they are not fully competent. The gap between throughput expectations among the others and their own sense of treating a whole person (not just a symptom) over a longer period of time served to underline their conviction of a separate identity.

Note, for example, the implied dissociation in this psychologist’s description of the CLSC atmosphere. The implication is a sense that psychologists are essentially different, in ways that they alone define, recognize and understand.

“The forms to be filled in on arrival are a sign of the tendency in CLSCs to favor ‘action’ and ‘taking part in the action.’ It’s socially oriented, interventionist. You must have objectives, results, solutions to problems. It’s society’s ‘fix it quickly’ mentality.”

Other professionals are likely to think of other definitions to establish their distinctiveness. In the CLSC context, for example, social workers see themselves as going wherever they need to, in contrast with psychologists who tend to remain office-bound.

Using Douglas’ framework, the psychologists’ sense of “purity” was being threatened by “pollution.” This was crystallized for them in terms of: other professionals being inconsistent in their referrals of newcomers to psychologists; pressure from various sources to “get it over with,” urging them to meet objectives that they do not recognize as optimal for the individuals they are treating; and psychological approaches being used by social workers with limited background in the subject.

Significantly, whenever administration requirements (prompted by the pressure of too many people to serve within too little time) blur the boundaries between social work and psychology, social workers themselves become a form of “pollution” in the eyes of some psychologists. These felt that the way in which CLSCs had developed and now functioned put them in a weak position to counteract creeping “pollution.”

“Some of the social workers like doing therapy, and they refer people to a psychologist less often than others. It’s their right to do so, provided the person has not specifically asked to see a psychologist.”

Another spoke of situations where a person who asked to see a psychologist realized after a couple of sessions that he or she had been given to a social worker instead. The psychologist referred to these situations as “horror stories.”
The system itself, as much as the claims of other professionals to practice psychotherapy, makes them anxious to defend their professional space. The “liminality” issue in Turner is obviously reflected in the disputed spaces (“territory in dispute”) in the diagram. Anyone operating in a grey area risks being considered as outside the system.

But beyond this, some psychologists suspect that they themselves are regarded as a “threshold group,” not properly integrated into the functions of the whole system. Indeed, they are proud of, and sometimes boast of, their liminal position. As such, they are free to criticize what is going on. But they risk — and sometimes experience — marginalization.

One of them felt that the new name proposed for CLSCs was a give-away. (An official name change is now under way, from CLSC to CSSS).

“Now they’re going to be called ‘centers for health and social services.’ Where exactly do we fit in? In social services? Or are we hiding somewhere inside ‘health?’”

It is too early to predict how or when improvements might be expected. Yet, the research has pointed out some issues that clearly need to be addressed. For example, it has been shown that psychologists tend to regard CLSC as multicultural settings (i.e., in which “cultural,” or disciplinary, differences should be recognized and preserved, rather than as institutions whose main goal is to provide the best service to client-citizens). This implies that CLSC heads should recognize:

- The specific contribution of each professional category, especially minority ones, in order to optimize professional satisfaction (regarding referrals, work and outcome) before a higher level of buy-in can be achieved for the clinic’s objectives.
- The importance of symbols (e.g., names, layout of forms, the order of appointments with different professionals and their implied importance to how the individual will be treated) for defining territory in a context of mutual respect. It seems highly important that institutions avoid acts — even those that seem apparently benign, such as choice of forms, but may have a paramount symbolic value — that may be perceived as a threat to professional differentiation.

Three theories drawn from leaders in anthropology have assisted in the questioning and in the analytical process. They do not constitute a magic bullet; likewise, they are not seen as a substitution for conventional qualitative work. Indeed, they require qualitative data, gathered in this case through focus groups, to be applied. What they contribute is enrichment and fresh angles of perspective.

**Potential for Application**

There are many ongoing projects — some already begun, and others in planning or in the imagination — that we believe can benefit from investigating what anthropology can offer and following it through. In no particular order, here are some qualitative research areas that are prime candidates:

**Mergers**

Whether a fusion of two organizations is the result of mutual agreement or a hostile takeover, it makes sense to examine:

- What are the differences perceived by sub-groups in each of the companies, as well as between the companies as a whole?
- Which differences are key? Are they real or symbolic? What do they imply in terms of frontiers?
- Will collaboration be seen as beneficial, natural, or a source of pollution?

**Multi-Country**

Whenever products, brands or campaigns are intended to gain acceptance across borders, some underlying propensities deserve to be studied:

- Are there points of self-defined distinctions that could represent obstacles to acceptance?
- How extensive are these obstacles, and how do they stack up against commonalities?
- Are there frontier limitations that might be barriers to innovation from outside?
- What are the implications for:
  - local adaptation versus global application
  - multi-country presentation versus specific external origin
  - mainstream focus versus liminality
Teenagers
Cute names are often applied to certain teenage tribes: goths, gino’s, etc. But how do teens divide themselves up? When and how do they recombine? What points of contact do they perceive between each other? (Can marketing span some tribes, not others? How and why?)

At education or social policy levels, what symbolism and which kinds of proximity are liable to constitute flashpoints? Which perceptions of difference have to be taken into account to minimize discrimination?

Tobacco
Whichever side of the fence that qualitative research is working, it makes sense to explore self-definitions from an anthropological viewpoint.

For example, some people define themselves as “social smokers.” What does this mean exactly? Where does the true difference lie, according to them, between themselves and “real” smokers? (Whether the purpose is to get them to switch products or to butt out, certain anchors and symbols for self-definition can be important.)

Final Thoughts
The above are simply examples. Readers will doubtless think of other projects, from experience or coming down the pike, where partnering with anthropology makes sense.

One common theme among QRCs is that time is rarely on our side. We need to produce something actionable in short order. But this should not encourage thoughtless cherry-picking of convenient anthropology catchphrases. Disciplines should cross over, but to be successful, this means respecting each one enough to give it the time and study it deserves.

Acknowledgments:
We are grateful to Robert Letendre and René Bernèche, psychologists working at the Université du Québec à Montréal, who together with Johanne Angeli undertook the qualitative research study from which they have allowed us to take quotations.

References
Angeli, J.; Berniche, B.; and Letendre, R. 2006. Supply and demand of psychological services in CLSCs as perceived by psychologists working in CLSCs. *Revue Québécoise de Psychologie* 27(2) 11-70.


No games. Just research.

Advanced Focus
MARKET RESEARCH SERVICES

WWW.ADVANCEDFOCUS.COM
Know your customers even better.

Qcasts are held the first Thursday of each month at Noon ET

FREE Views subscription at www.QRCA.org/Sign-Up

Smart Qualitative Research can help.

Find out more about getting the most from your Qualitative Research from the experts at QRCA. FREE QCast webinars and a FREE subscription to our award-winning periodical, QRCA Views, can be yours. Just go to www.QRCA.org/Sign-Up. While you’re there, search for some of the best qualitative research consultants in the field for your next project.
WHY DID 250 COMPANIES MAKE CCR THEIR RESEARCH FIRM OF CHOICE FOR OVER 1500 PROJECTS IN 2006?

TRUST.

For: Telephone Surveys • Focus Groups • One-On-One Interviews
Spanish Language Interviews • Mall Intercepts • Mock Jury Panels
In-store Interviewing • Taste Test Interviews
• Mystery Shops • Coding/Data Entry • CATI Programming

Give us a call today.

In Houston:
Miguel Pantoja
Sajjan Pillai
877.350.9546
cchouston@ccrsurveys.com

In San Antonio:
Carol Arnold
Kevin Hagelstein
877.599.7025
ccrsanantonio@ccrsurveys.com

In Phoenix:
June Allen
Y-Vette Caree
877.906.0666
ccrphoenix@ccrsurveys.com

Creative Consumer Research
EXCLUDING CUSTOMER EXPECTATIONS FOR OVER 30 YEARS.
Researchers Reflect: The Qual Business Future Ain’t What It Used to Be

BY E.C. SALIBIAN
Rochester, N.Y. • ecs@ecsalibian.com

The year is 1931. Scores of Procter & Gamble “field girls” travel by train around the country, every Thursday receiving by telegraph wire their assignments for the week. On Monday, dressed impeccably in high heels, hats and gloves, they begin to walk their designated nine-block radius of homes to ring the doorbell and ask, “Are you the lady of the house?”

That was the dawn of the market research industry. A lot has changed since then, and not just in peek-toe pumps. Consolidation, pricing pressures, preferred-vendor lists — qualitative researchers today face an array of forces transforming their industry in ways that are exciting, challenging, occasionally infuriating and sometimes even downright scary.

“Qualitative research is maturing,” says J. Robert Harris, principal of JRH Marketing Services Inc. and a 40-year industry veteran. “In some ways the changes are positive — everybody knows what a focus group is, and you can find good facilities in just about any town. But, it is also harder to break in now, and harder to make a living.”

QRCA VIEWS in recent months has spoken with a range of qualitative researchers to learn just how they see their industry changing. The following distills their observations.
Chosen or Frozen

Patricia Sabena, principal of Sabena Qualitative Research Services in Westport, CT, recently had lunch with two former clients. Considering the women friends after more than 20 years of working together, Sabena — an industry-leading researcher for more than four decades — asked her former clients why, after leaving their corporate jobs to become in-house consultants, they no longer engaged her on projects. The answer: “You’re not on the preferred-vendor lists, and there is nothing as in-house consultants that we can do about it.”

Preferred-vendor lists became all the rage in the late ’80s and early ’90s. Corporate customers, seeking to streamline vendor management and drive cost out of the system, moved to purchase chiefly from a small group of select suppliers. The idea was that in exchange for discounted fees, the company would give these suppliers a greater volume of work and faster payments.

Except too often, Sabena says, the only part of the deal that materialized was the discounted fees. “The volume of work did not increase, and the pay was not faster. If anything, it was slower,” says Sabena, noting also the danger of needing to be available as a preferred vendor but losing client diversity as a result. “There is a fine line between discounting and not making any money. It’s fraught with peril.”

Maintaining a viable business cash flow has grown extremely difficult, researchers say. Sabena notes that with layered procurement systems — in which a job first is assigned a task order, then a project number, then a purchase order — she sometimes has presented her findings even before the client’s bureaucracy has issued a purchase order. Even after that, payment might be delayed for months.

Add to that the fact that many clients expect vendors to carry project overhead. Bob Kahle, of Kahle Research Solutions Inc. in Lakeside, MI, notes that of a $30,000 project, $20,000 might go to facility rental, recruitment, travel and focus group fees. He pays those costs out-of-pocket, then gets reimbursed two months after the work is completed — a $10,000 take, after carrying twice that in overhead for three or more months.

“They’re using the supplier network to front the cost of the research,” Kahle says. “You have no choice; they’ll use someone else.”

Adds Sabena: “We’re living off our second mortgages. That’s how we manage to float.”

A variation on the preferred-vendor theme is the “frame contract” (known with dubious affection among researchers as the “framed contract”). Here, the supplier pre-negotiates fees based on project type. The upside is that, as a frame contractor, you can land a job order in a day or two and, if you have negotiated good margins, turn a profit. The downside is that you have no ability to raise prices for difficult projects — no “aggravation factor” adjustment. And if you are not on the list, you’re out.

“If you are not a frame-contract supplier, it is almost impossible to get work with the companies that use them,” Kahle says. “You have to go through the purchasing process, and that can take months.”

As preferred-vendor arrangements squeeze small research firms from one end — sometimes the liability-insurance requirements alone are enough to keep them out of the game — developments within the research industry itself exert pressure of another kind.

Consolidation and Consequences

One such development is consolidation. To see this trend at work, consider the career of Judith Langer. In 1979, she founded the small firm of Langer Associates. In 2000, she sold the business to Roper Starch Worldwide and headed its Roper/Langer Qualitative Research business. In 2001, Roper Starch Worldwide merged with NOP World, soon the ninth-largest market research company in the world. In 2005, NOP World merged with GfK Martin Hamblin to
form GfK NOP, where Langer served as senior vice president of the firm’s qualitative practice. The GfK Group today is the fourth-largest market research firm in the world, composed of 115 companies, 7,900 employees, and customer relationships in 90 countries. Langer, at this point in her career wanting to concentrate on “fun stuff,” has come full circle; she is back on her own, running Langer Qualitative LLC in New York City.

Langer sees the market research industry moving toward two extremes: the sole proprietorship or small shop, and the behemoth global conglomerate. Some of the big companies work in something resembling a factory system, she says, with one group doing fieldwork, another writing reports and perhaps 20 or 30 moderators conducting qualitative research.

That brings the big quantitative-research firms more strongly into the qualitative arena than they traditionally have been — at least in the United States.

Quant Firms Enter the Arena

Researcher Sabena notes that, in the United States, roughly 70 percent of qualitative research traditionally has been done in small firms of three or fewer persons. But that has never been the case in Europe, where “quant” firms also always did qualitative research.

Today, with global consolidation redefining the industry, the European business model is jumping across the Atlantic. In addition, these global conglomerates are feeling pressure from the buy side. Customers that once would commission large, costly customized studies now can get quantitative research on the cheap over the internet. The big quant firms therefore are turning to qualitative research as a profit center. They also understand that qualitative studies often lead to quantitative work. As a result, they seek qualitative jobs to feed their quant project pipelines.

That development can provide advantages to clients: a vendor with global reach, economies of scale and the ability to meet all research needs under one roof. A great deal, right?

Not always, some researchers say. A lot of the big quant firms are staffing their qualitative departments with neophyte moderators lacking the experience it takes to produce high-quality work.

“The client is seeing a lowering of the standards of excellence,” says Diane Harris, principal of D.M. Harris Associates in Butler, PA. “A lot of the buyers are young and inexperienced; they do not know what good qualitative research is. They are being seduced by the big-picture package they’re being sold and are not really looking at the quality of the end product.”

Taking a somewhat different view, Sabena notes that the median age of moderators in the United States is mid-forties; she is glad to see big firms hiring and training a new generation.

“That is not a bad thing,” she says. “We need younger people. But, they do need to be well trained by senior qualitative researchers.”

More troubling, Sabena says, is the possible loss in big firms of in-depth relationships between clients and particular moderators.

“You will not always get the same moderators — and they are younger and greener,” she says. “Qualitative in the United States is still...
a relationship business. It is not about pulling from a stable of moderators.”

Langer also voices concern about the potential breakdown of client/researcher relationships. When clients get different moderators pulled from what some call a “stable” for each project, they lose the consistency of a contact who builds knowledge over time. Or, they might think moderating looks easy, so they pull it in-house. Then, they get poor results and blame the technique, not the unskilled provider.

“Somebody who is a really good moderator does make it look easy,” Langer says. “But it is not easy to be Johnny Carson.”

Diane Harris agrees. She started her career in 1971 as one of the last P&G “field girls.” After rising to manage the company’s entire qualitative research operation, she left in 1982 to launch her own firm. In the beginning, she recalls, it was all about “gentleman’s handshake” relationships between client-side and buy-side researchers. Now, vendors often deal with purchasing departments far removed from the product-development trenches. In such a bureaucratized process, buyers might not understand the nature of research or how to evaluate its value. They make their decisions, therefore, based on price — and focus groups become a commodity.

“Some clients may say, ‘There’s a thousand-dollar difference here, so why don’t I go with the less expensive — how bad can it be?’” Langer confirms. “Some of them find out how bad it can be.”

Adds J. R. Harris: “The stuff they get back will be garbage. It will be risky. You will lose ten times more money making bad decisions and trying to straighten them out than on one or two well-run focus groups.”

Clients Under Pressure
Many of these forces affecting qualitative research have been set in motion in part because of clients’ own industry consolidations. A big firm buys a smaller company. People move around, and supplier/client relationships are severed. The big company wants economies of scale and so moves purchasing decisions to a central department, far removed from the product
developers and marketers who really understand and care about the research.

J.R. Harris notes that, too often these days, the phone calls he gets are from corporate functionaries who know nothing about the project they are hiring him to do. They have been assigned to commission a “focus group,” say, of beer drinkers. They have not been told the project objectives or the marketing issues — and J.R. Harris has no access to the brand manager who knows. Maybe a focus group is not what the client needs at all; maybe it is some other technique. He never has a chance to evaluate.

“They will call you and have no idea what the issue is, what needs to happen,” he says. “They have an order to fill, and they go for the cheapest.”

Put the trends together: inexpert suppliers, price competition and uneducated buyers seeking bargains. Some researchers call that the perfect storm for “focus group bashing.”

“Poorly educated, poorly qualified new people are coming in and undercutting prices,” says Kahle, noting that his Ph.D. and decades of experience don’t carry much weight with buyers out shopping for a generic “focus group.” “The clients get shallow, incomplete focus groups, and then they decide that focus groups are no good.”

**Blink: the Aeron Chair**

“Focus group bashing” is a sore point among many qualitative researchers these days. They point to Malcolm Gladwell’s bestselling *Blink*, which regales readers with the story of how focus groups dismissed Herman Miller’s breakthrough Aeron chair as an ugly cousin to lawn furniture. Even many researchers, they say, have chimed in to disparage the technique.

The consequence has been what Langer calls “ABFG” — Anything But Focus Groups.” She means that, in the effort to differentiate themselves in a competitive environment — and to distance themselves from the stigma of focus groups — researchers are wrapping new jargon around old tools. She recalls one set of customer-group meetings dubbed a “consumer advisory board.”

“It’s just renamed focus groups,” she says. “It is almost comical to me.”

What is not so funny is bad research sold under a good name. Ethnography, Langer says, is not hanging out in a bar and talking to people. It is not doing a “girlfriend group” in somebody’s house. Ethnography is a valuable research discipline for observing people in their natural habitats. But, you must do it right.

“Too much of the selling I have seen in the past few years is, ‘Let’s come up with something cute and a gimmick,’” Langer says. “There is a lot of game playing. Ultimately, I think it is bad for everybody in the field, even if it gets you a little business short-term.”

**Tackling Unsolved Research Problems**

That does not mean research methods do not evolve. One way to legitimately differentiate oneself is to shed new light on an unsolved research problem.

Sabena illustrates: She and her partner, Nicole Sabena Feagin, recently took a fresh look at the challenge of eliciting deep responses from some of the most left-brained, habit-bound, emotionally guarded people on the planet — doctors. Using projective techniques — scrap art, heart maps, memory storytelling, sentence completions, psychodrawings and even Tarot-card associations — the two drew unprecedented levels of disclosure from doctor respondents.

Once Sabena and Feagin achieved this breakthrough, they took their story on the road. Traveling to professional conferences with their client-approved PowerPoint — “Getting Doctors to Spill their Guts: Innovative Ways to Dig Deeper” — Sabena already has landed at least three new clients. What’s more, the approach also works with a range of “difficult respondents,” such as patients, executives and teenagers.

“Develop something proprietary or at least groundbreaking,” she advises colleagues. “Write a paper about it, and get on conference programs. Talk to your satisfied clients, and ask them to recommend you.”

J.R. Harris built his business on a specialty almost by happenstance. Before starting his own firm in 1975, Harris had worked on the client side for nine years, with NBC, General Foods Corp. and PepsiCo. His capabilities therefore were diverse, but because Harris is African-American, many clients assumed he focused on ethnic markets. He did not fight the flow; J.R. Harris did a lot of ethnic-market work and built
Researchers Reflect CONTINUED

a reputation as the country’s foremost researcher in that area. That gets him on the preferred-vendor lists. Once on, he moves to show clients the full range of what he can do. Today, he and his brother together run a full-service marketing, consulting and research firm, based in Long Island City, NY, with broad capabilities as well as special expertise in black and Hispanic markets.

Indeed, expertise in ethnic markets is growing more and more valuable in today’s global markets. Consider the website tagline of the Redwood Shores, CA, firm of Cheskin: “We guide innovation through the understanding of people, culture and change.”

“There is no mass market anymore,” says Steve Diller, a Cheskin partner and leader of its Experience Design Studio. “So, the question is, what segments are you interested in?”

As the market research industry increasingly divides into the extremes of small shops and global conglomerates, Cheskin as a 60-employee firm holds a somewhat unusual position. As a medium-size company, Diller says, Cheskin enjoys resource advantages over sole proprietorships, while avoiding the tendency of big companies to lose their innovative edge. But a particular challenge of its size, he says, is managing strategic growth.

“A huge company with a huge corporate parent can make quick, intense investments,” he says. “We have to be more careful, more judicious before we move; we can’t just open up ten offices in one shot. But we also have to keep finding new opportunities to keep our people engaged and happy in their careers.”

The staff Cheskin needs to keep engaged includes MBAs, artists, designers, anthropologists, sociologists and ethnographers — a wide range of business and research disciplines. Diller calls Cheskin an “innovation consulting firm.” He is not a big fan of focus groups; they have been inappropriately used for some time, he says, and even at best, they cannot delve into a person’s deep motivations.

“I have heard clients say, ‘We did focus groups for years and never learned anything,’” Diller says. “A researcher who wants to stay relevant must come to terms with that and broaden his or her offerings.”

One of Cheskin’s key capabilities is a research tool for learning how people in differing cultures think, behave and create meaning in their lives. That tool is digital ethnography.

Ethnography, of course, is the discipline of observing people in their natural environments, rather than in contrived research settings. Digital ethnography is the use of technologies such as cell phones, video and the internet to capture real-world data from research subjects. Respondents might post home videos on the internet, for example, or give cell-phone responses to immediate events. Cheskin has used the tool for primary research in countries ranging from China to Brazil.

“Digital ethnography is the best of both worlds,” Diller says. “You get feedback in real time about specific experiences people are having out in the world. That feeds databases you can then mine for learning.”

At its best, the market research profession embraces continuous learning. Each job, if tackled competently, requires the researcher to think through how that particular client question can best be explored. The resulting innovations then feed the collective knowledge stream. Shop-alongs, in-store observations, in-depth interviews, dyads, triads, quads, projective techniques, digital ethnography — all these and more are evolving tools in the researcher’s toolkit. And sometimes, groundbreaking new approaches flow in from other professional disciplines — such as psychiatrist Clotaire Rapaille’s introduction of regression techniques.

Wake Up and Smell the Folgers

Rapaille was a psychiatrist working with autistic children when he realized that the first time a person learns a word — like “mother,” “love” or “coffee” — the emotional basis of the mental connection becomes a permanent unconscious code in the brain. Applying that discovery to the world of marketing, he saw that if one could crack the code, the related emotional connection could be evoked in relation to the product one wished to sell.

In the classic example of Folgers coffee, Rapaille learned through regression techniques that Americans first encounter coffee as an aroma when they are toddlers, in the safe environment of home. This led to a TV commercial depicting a young soldier arriving home in uniform, entering the kitchen, whooshing open a can of Folgers and making coffee. The smell wafts to his mother sleeping upstairs, who wakes to say, “He is home!” End story, sell coffee.

“When we tested it, people were crying,” Rapaille says. “I said, ‘Come on, this is just coffee.’ But why were they crying? Because we were reactivating the logic of emotion that was used for the first time to imprint the aroma of coffee.”

The problem with traditional market research, he continues, is that it draws responses from a respondent’s cerebral cortex — generator of the “logical alibi.” Real decisions, however, are made unconsciously in the limbic and reptilian brain centers governing emotion and basic survival drives.
“You cannot believe what people say,” Rapaille says. “Why? Because they are not aware of why they do what they do. Why do you need a Hummer to go shopping? Why do we have mobile homes that never move? What people tell you in focus groups and classic projective techniques is what they are aware of. It is very difficult to say, ‘Tell me what you’re not aware of.’”

Bob Kahle, from his perspective as a long-time moderator, notes, “Clotaire Rapaille has been very effective at counter-positioning his method against the traditional focus group. He has been a very effective marketer.”

If Rapaille branched into marketing from another discipline, it can be said that the firm Ah Ha! branched out from market research into new territory.

Susannah Childers was a quantitative and qualitative corporate market researcher for ten years before she and two partners founded the North Carolina firm of Ah Ha! Childers describes Ah Ha! as a “facilitation and consulting company.” Her job title is “Creator of Possibilities.”
Ah Ha! is not a market research firm per se, she explains — no focus groups, no clients behind mirrors, no limited-audience reports. Instead, the company facilitates “team-based organizational learning processes.” Cross-disciplinary teams from the client side represent all parties with a stake in the research outcome — including, for example, product managers, sales personnel, package designers, vendors and even customers. Ah Ha! facilitators lead discussions designed to foster collaborative problem-solving.

“It’s an interactive, experiential approach that encourages deep, active listening and knowledge transfer,” Childers says. “The shared experience stays with people, and the whole team learns to apply the knowledge to their business questions and challenges. It is a deeper level of learning.”

“The qualitative research industry has to teach clients the benefits of collaboration, and that cheap is not always better.” J. Robert Harris, JRH Marketing Services Inc.

Industry Responds to Changing World

As Ah Ha! branches out from market research into new avenues of corporate learning, the industry as a whole is constantly re-evaluating how it fits into the bigger picture of how clients use research to meet their business goals. In this, QRCA aims to play a meaningful supportive role.

QRCA is working on ways to educate client industries about what constitutes good qualitative research, how to use it and how to find it. Tackling the problem of professional standards within the industry, QRCA has defined key competencies and developed a self-evaluation tool for researchers to gauge where they lie on the skills spectrum. In an industry that requires no particular academic degrees or professional designations, the QRCA initiative for the first time spells out what it takes to be a qualitative research consultant.

Some researchers comment that independent moderators must get better at marketing themselves — at articulating their value propositions, getting on preferred-vendor lists, negotiating favorable contract terms and asking satisfied clients to recommend them to others.

“Small research firms are concerned about incursions from larger firms,” says Sabena, herself the owner of a small firm. “It is partly valid, [but] I think it can be an excuse by independents for their business decline.”

Steve Wolf, senior vice president of Synovate Qualitative, predicts that of approximately 4,000 moderators practicing today in the United States, some will go out of business, some will continue to work independently, some will “go client side” and some will join larger companies.

“Some independents are seeing their business erode rapidly,” he says, “and they see that, maybe six months from now, they will be in deep yogurt without a plan.”

Synovate is a 6,000-employee global research firm that employs roughly 700 qualitative researchers. As director of Synovate Qualitative in North America, Wolf over the past 8 years has interviewed some 520 moderators — and hired less than 3 percent of them. The disparity in skill level, he says, is “astonishing” in terms of in-room skills, research-design capabilities and analytic acumen.

“We get a lot of people knocking on the doors based on what is changing in the clients’ world,” Wolf says. “Some can make the transition to working for a research firm, and some cannot. If you are an independent moderator who has worked for fifteen years on your own, it is a tremendous paradigm shift because you have not had a boss for fifteen years except for your clients.”

Synovate’s greatest challenge, Wolf says, is to attract and retain top talent. In all its markets, from Eastern Europe to South America, the company employs native moderators who know the language and understand the culture. Qualitative researchers sit alongside their quantitative colleagues to plan and implement integrated client strategies. Synovate controls its growth carefully, he says, to maintain a corporate culture that combines global representation with boutique service.

“It is not just about the United States anymore. U.S.-based clients are thinking about how they are going to market to the entire planet,” Wolf says. “Our distinction has been to take the art of qualitative research and put processes around it to promote creativity and yet have a business that is scalable while providing consistently high-level insight across the world.”
The globe-spanning Synovate is one face of the qualitative research future. So is medium-size Cheskin. So is Pat Sabena’s two-person operation. Like the markets it serves, the qualitative research industry has grown to encompass a wide range of diversity. That is challenging because the new always means the death of the old. But in some essential way, it also can be seen as healthy.

Just recently, executive recruiter Carolyn Davis, of Reeve and Associates in Stamford, Connecticut, found herself challenged to fill five new job openings for qualitative researchers. She was having trouble, she says, because most of the suitable candidates she knows are freelancers who have no wish to join a company.

“We used to get candidates all the time looking for positions; I would feel bad because I couldn’t help them,” Davis says. “Right now, we cannot find enough qualified people to fill these five jobs. That is a remarkable change.”

Further reading

The following books were written by researchers cited in this article:


The Mirrored Window: Focus Groups from a Moderator’s Point of View, by Judith Langer.

The Culture Code: An Ingenious Way to Understand Why People Around the World Live and Buy as They Do, by Clotaire Rapaille.
To survive, a brand must be able to positively answer the following questions: Is our brand able to adapt efficiently to the constant evolution of the market? Does our brand have the necessary adaptability to keep pace with change in our market environment? In a word, is our brand a good survivor?

Nature is rich in examples of adaptive strategies for survival. A strategy itself is not good or bad. The environment determines how fitting a strategy is. The strategy that works at a certain moment may become useless when the environment changes. So, how do we plan in advance any branding strategy within a fast-changing market environment? To answer this question, it will be helpful to first take a quick look at some adaptative strategies found in nature.

The Bacterium Strategy
In the beginning, the Earth was without form and void, and bacteria were its only inhabitants. Bacteria are the oldest, simplest and most abundant form of life on Earth. They have survived on this planet for over 3.5 billion years. What is the secret of their success? A very simple and effective strategy: opportunism.

Actually, bacteria do not evolve much. They remain quite simple beings that cannot adapt well to a changing environment. When circumstances become favorable, however, bacteria take the best advantage of them. With only some heat and humidity, bacteria grow quickly and exponentially. When those conditions are over, the bacteria population diminishes dramatically.

Some brands seem to work in a similar way. They sprout up when circumstances are favorable, but they are the first ones to sink when circumstances change. Private-label brands are a good example. See how fast they grow and how successful they get. Wal-Mart has a 40 percent private-label representation in its stores. Private-label brands take advantage of any successful concept in the market, and with low promotional costs, the retailer’s credentials and a cheaper price, they grab a substantial market share. Some would call it parasitism, but we prefer to call it opportunism. Easy and successful.

Other brands use a similar strategy when they decide to flood mainstream media with their
campaigns “just to be very well known,” which of course is good but not enough. If they do not develop an emotional connection of value with consumers, they are forgotten as quickly as they grow up. Again, this is the bacterium strategy at work: aggressive and successful for a while, but too simple to succeed and develop in an increasingly complex environment.

Brands following this strategy are just weather-vanes shifting in the wind, as e-companies were before the “dot-com bubble” burst in 2000. Individual brands using this kind of strategy die as easily as they grow. It is clearly not a good choice on which to base a steady branding strategy. Nevertheless, the short-term gains are so attractive that it is not so rare to see this old way of thinking still alive and prevailing in boardrooms and even in marketing departments.

The Turtle Strategy
Whereas bacteria are overexposed to the environment, turtles construct strong shells that protect them from the environment.

Branding has traditionally used turtle strategies. After all, it is essential to segment, to categorize, to define, to set the limits and to armor the positioning of our brand from any external danger. We need to put order in the chaos. Only then do we feel confident. But does this strategy always fit? Not always, especially since the shell that protects us can also restrict our growth. We restrict our brands when we do not dare to go beyond the positioning in which we are strong (or in which we just feel confident). We restrict our brands when we are overcautious.

Turtle strategy is all about fear. There is nothing wrong with fear, since it is one of the most successful survival strategies that protect us from danger. Fear, however, is not always proportional to danger. When we walk in the dark or in an unknown environment, we fear a possible danger that probably does not even exist. So, fear also has to do with ignorance and lack of knowledge about the environment. Fear can contribute to our survival, but it can also make us miss many opportunities.

The more static the environment is, the better a turtle strategy works. Walls in the Middle Ages were quite effective, since there were not many ways to break through that protection. Nowadays, though, no system remains uncracked for very long, and no shell works to ward off all dangers.

Personalization is another key. Instead of giving a clear and consistent reason for consumers to buy your brand (a turtle strategy), you can help each consumer discover his own subjective reason to do so (a chameleon strategy).

The information society of the beginning of the third millennium is a very dynamic environment. Plasticity is more adaptive than stiffness. A shell does not allow adaptability, does not reshape, does not allow maneuverability. It is heavy, and it isolates. When some brands today still base so much of their strategies on armors, they pay too high a price. These strategies offer managers only an illusion of control within an increasingly diverse and uncontrollable environment.

Also, some product categories are real shells. Diet products, for example, are a strongly defined category. That means that when a product is identified by consumers as a diet one, the attributed
Brands can no longer keep one-dimensional positionings that make them so predictable that they become boring and unadaptive. Brands must become multidimensional, as their consumers are. Meanings of the category fall strongly on that product for good or bad, leaving the branding and marketing mix in the background. In this situation, there’s no margin for much maneuverability.

The Chameleon Strategy
The chameleon is an evolutionary success. First of all, it is a great observer. Its eyes can rotate and focus separately 360 degrees, allowing the chameleon to be very aware of its environment and highly precise in its movements. Secondly, it changes and adapts rapidly in response to its environment. The chameleon is an effective hunter without pursuit, and it confuses its predators with its cryptic shapes and colorations. The superiority of chameleons is particularly relevant in a dynamic and ever-changing environment.

Traditional branding assumes that a brand needs to keep a singular focus. However, in a fast-changing market environment, a brand can survive only by using the chameleon strategy and becoming multifaceted. Markets are clearly becoming more and more diverse and fragmented, not only in the individual targeting, but also further in the path to the occasion.

Diversification of the Market
No water passes twice over the same stone in the same river, as erosion and other circumstances will change the entire scenario. Change is the only constant, stated the Greek philosopher Heraclitus. When referring to the actual predisposition of the market, Heraclitus seems to be very topical. The market is increasingly
dynamic, with continually more competition, more brands and more solutions that reach more and more people. Targets are becoming more diverse, more complex and more difficult to define and understand. Here again, the comfort of mass communication — and its huge historical success in helping to develop a consumption society — created a conditioned way of thinking in the boardroom, permanently focusing on the critical mass of the target and ignoring the simple principle that while communication is addressed to groups, it is processed by individuals.

Diversification comes as a natural evolution of modern times. Society is increasingly crossbreeding, and not only because of cosmopolitanism and multiculturalism. The development of technologies has revolutionized consumer access to information and has allowed the rapid spread of all kinds of different ideas. People can embrace several tailor-made realities and easily jump from one reality to another. Not only in Western society, young people across the globe enjoy changing and mixing fashions in a very personal way. Consumers are chameleonizing. Why? Because with more possibilities within our reach, we humans get more chances to develop our complex and polymorphic personalities.

Identity, understood as keeping a shared set of values with pureness, is not possible anymore in such a diverse environment, unless we use the turtle strategy to isolate ourselves from the outside. Identity is now much more idiosyncratic, much more individualistic: “I take my own way without interfering in other people’s ways.” Even to be freak, geek or nerd has positive connotations in certain contexts. This is the ideal breeding ground for market fragmentation.

Cohesion seems to be a need profoundly rooted in human nature. Evolutionists say it was born in the Stone Age on the African savannah, when humans lived in clans of around one hundred individuals, surrounded by other similar clans and fighting for scarce resources. In this context, belonging and cohesion were keys to survival. We seem to be a Stone Age production trying to deal with the complexity of the Information Age.

Things seem to have evolved not only in our environment. Members of the “Y Generation” tend to reject mainstreams as the old way of creating cohesion. They dislike labels, probably because labels start to be useless. In the past, segregation categories were strongly defined. Consider, for instance, the most basic example of gender roles. To be a man or to be a woman delimited, in a very precise way, the universe of values and behaviors that fit within those roles (and also the ones that did not fit, of course).

Everybody knew what was expected from a man. Nowadays, the label “man” does not help much to classify and understand a reality that is richer than ever expected. New labels come in support of the old ones, trying to complement their meaning. So, today, we speak about men who are metrosexual or übersexual. However, the dissolution of gender roles makes generalization difficult.

Instead, personalization becomes essential. Advances in the field of technology allow improved personalization, and brands such as eBay are taking good advantage of it. Other brands, such as Abercrombie & Fitch, try to avoid overexposure for a similar reason: they know that if they become a mainstream brand, they will lose credibility when addressing individual consumers. Of course, generalist brands will not disappear overnight. Still, more and more consumers expect brands to speak to them in their own idiosyncrasy.

The Red Queen
The market will only get more dynamic in the near future. In this respect, we can apply a fundamental evolutionary law: the more dynamic the environment becomes, the faster we need to evolve for survival and the more diversity we need to re-create. “It takes all the running you can do, to keep in the same place,” says the Red Queen on the chessboard in Lewis Carroll’s classic Through the Looking-Glass. The ‘Red Queen Theory’ is used by evolutionary scientists to explain the need for constant adaptation to an ever-changing environment for, at least, staying in the same place, not to mention the leadership challenge or setting the rules of the game. Leadership takes an extra leapfrog.

Evolve or die. But how to evolve? How to move? Where to go? We have seen that targets are more complex than ever before and the market gets only more and more diverse. Looking at the full picture, however, although things were easier before, chances are stronger now. We need only to understand the new context. It takes all the running we can do when we search for well-defined structures in a market that is only getting blurred. This is not the moment to set limits but, instead, to play with them. It is not the moment for aggressive quantitative strategies (as bacteria) nor for armoring our brands (as turtles). It is the moment for constantly reshaping our brands to match the desires of many different individual consumers in varying circumstances. More and more, our brands will need to become “chameleon-like,” alert to changes and excited by challenges.

Building a chameleon brand, however, is not easy. It is not a question of extending our existing portfolio with new products oriented
to new consumers. It is not even a matter of simply creating new brand experiences. We need to go much further and to build a multidimensional positioning.

**Multidimensional Positioning**

We human beings have a dynamic and multidimensional personality, full of paradoxes and contradictions. We may eventually prefer static and one-dimensional realities that offer the illusion of security and control. But, as we have seen, brands can no longer keep one-dimensional positionings that make them so predictable that they become boring and unadaptive. Brands must become multidimensional, as their consumers are. Brands need to show different aspects of their personality in different contexts, as their consumers do. That is what chameleon branding is all about.

A chameleon brand offers a rich, multifaceted experience. To be multifaceted, though, does not mean to be schizophrenic. To remain meaningful, the internal structure of a chameleon brand must be strong and consistent. As with any other brand, it must have a well-defined central positioning.
with a strong core essence. The difference is that the chameleon brand is not restricted by its central positioning. On the contrary, the central positioning works as a launchpad to broaden the resonance of the chameleon brand to many other territories. Certainly, there is a prime territory where the brand is in its element, but the chameleon brand is capable of expanding and adapting to other territories without fears and complexes. In this sense, no evolution is unnatural for a chameleon brand, as long as it does not openly betray its core values.

How can we make a brand multidimensional? Of course, there is not one formula to become multidimensional. It would be a *contradictio in terminis*. We can, however, give some general guidance on how to build a chameleon brand.

First, it is essential to take care in the way we express our meanings. Instead of using explicit messages, a multidimensional positioning needs the usage of implicit messages. Explicit messages are carefully worded. A robot can understand them. They mean what they say, and there is no place for double-edged meanings. They are transparent and predictable. They appeal directly to reason. On the other hand, implicit messages are more emotional, complex, mystic, cryptic, personalized by each consumer. And they are more credible since they are less direct and less coercive (they are perceived as respecting people’s intelligence). They are not addressed to a well-defined group of people, but they can potentially reach a multitude of different people.

Personalization is another key. Instead of giving a clear and consistent reason for consumers to buy your brand (a turtle strategy), you can help each consumer discover his own subjective reason to do so (a chameleon strategy). ES®, a Spanish underwear brand, wonders in its marketing communications if its products are underwear or swimming trunks. It does not give an answer. The question remains open for a free interpretation. With this communication, ES® plays with the limits of the category and encourages consumers to set their own limits. Here, consumers get the leading role.

The marketing mix of elements should also allow a multidimensional positioning. To do so, we need to play with very different executions. Why should the different elements of a marketing mix make up a consistent and aligned system? Red Bull uses childish cartoons on its communications, although it is clearly not targeting children and the image of the product is far from being naïve. It is the image of a powerful and even potentially dangerous drink that makes this product very suitable as a party potion. At the same time, though, Red Bull sponsors all kinds of (non-mainstream) sports and cultural events. Such apparent incongruities! With this strategy, however, Red Bull broadens its relevance in many different contexts, while it creates a unique idiosyncratic image. After all, the image of the brand is very consistent in the consumer’s mind. Red Bull is an excellent example of chameleon branding, reshaping in different contexts in a cryptic way.

MTV is another example of chameleon branding. MTV has reinvented itself many times over the years, always pretending to be much more than just a youth music channel. “We don’t play music” was a recent slogan of the brand. The logo of MTV is always used as an example of versatility since it changes according to the expressive needs of the brand in each context. It is a chameleon logo that mutates while it keeps its core essence.

**Leadership, Changing the Rules**

After all, chameleon branding is about daring. If the chessboard gets fully blurred, the rules of the game do not work anymore. Uncertainty takes control, and we do not dare to make a move. No rules, no securities. We get lost, and we can do like the Red Queen, who kept on running on...
the chessboard while going nowhere. Or, even worse, we become the turtle getting away from the world, withdrawing into our stiff and heavy shell in search of fake securities.

Alternatively, we can reinvent the rules of the game in our favor to take the best advantage of a situation that is as undefined as it is full of new opportunities.

In this new environment, leadership (understood as the capacity to set new rules) will be a must for brands that strive to succeed. The creation of meaning — relevance to some humans in some specific context — is the simplest way to set a sustainable competitive advantage and the main role for brands. In the long term, life will be very difficult for any brand that is not aspiring to set new rules and lead its market, however widely or narrowly its market was defined. What Martin Van Herk once called the neoteric function of brands — the creation of social values through the reorganization of values and belief systems — is fast becoming a reality.
We’re hands-on...

every one of us.

Your favorite focus group facilities have joined together to provide you with the same outstanding service, quality and commitment you’ve come to expect. Every facility in our network is operated by the people who care most about you and the quality of your research ... the owners.

For one-call-booking/project administration and to learn about our generous multi-city discount plan call:

888-FCF-BIDS
(888-323-2437)

www.FirstChoiceFacilities.net

Owner-managed for quality

Atlanta—Superior Research, Inc. • Boston—Focus on Boston • Chicago/Oak Park—Focuscope, Inc.
Los Angeles/Orange County—Trotta Associates Market Research • New York—Focus Plus, Inc.
Philadelphia—J Reckner Associates, Inc. • San Francisco—Fleischman Field Research
Seattle/Portland—The Gilmore Research Group • Tampa—Superior Research
Washington, D.C./Baltimore—House Market Research

Member: FocusVision, Videointer/Clipper, MHA, AMA
The Crucible —
Getting Under the Self-Deceptions of Everyday Life

By Bruce Eckman, Ph.D.
Creative Insights, Inc. • Sherborn, MA • be@creative-insights.com

A crucible is a vessel used for melting materials at high temperatures. As a consequence of the high heat, the amalgam of materials forms something new. The new object, while made up of what was put into the crucible, comes out different, as if it had an identity distinct from its constituent elements.

In a similar vein, Arthur Miller wrote *The Crucible* in 1952. His underlying interest was more in the unstated effects of McCarthyism than in the Salem Witch Trials. He used the Salem Witch Trials as a metaphor for how perceptions get altered in human behavior into a distorted and often false perspective.

Projective techniques work in a similar manner. Knowing that human behavior and verbal reporting are fraught with self-deception and misrepresentation, projective techniques attempt to take those false or distorted perceptions that human beings claim for themselves and better understand how they got melted together.

“The Crucible” is an exercise describing a psychodrama technique reserved for (1) difficult-to-tease-out behavior or for (2) individuals who are still in the crucible of their lives, whose personal identities are still molten and/or forming. The crux of the technique is to establish sufficient cues of the person’s family to “recreate” living at home, where many of these behaviors began. Successfully done, a slight state of regression is created, one that can be pleasant or not, depending on the person’s home life. In this regressed state, the individual’s primary processes are less rigid and more prone to emerge in a less socially acceptable format.

In this heightened and open state, The Crucible can be used to act out dramas of sexuality, belonging and competence and how they are developed by one’s product choices. A young man does not get aroused seeing a can of Budweiser, but he has known before he was sexually aware of women that it was a badge of masculinity. Is alcohol a sexual/social lubricant, or does the drinker, either male or female, use the beer as an excuse to act sexually?

The use of the regressed state is particularly useful with adolescents. By definition, less-powerful people have more identity confusion than more-powerful people. A less-powerful individual’s sense of self is impinged upon more than that of a more-powerful person. And who has less power than a child? A dependent child growing up will look to others for approval and love and will imitate what he or she sees as a means of learning the ropes of life. The young child uses imitation to begin walking, talking and, eventually, thinking. The adolescent

The Crucible technique gives the client a first-hand look at the emotional underpinnings of consumers’ motivations in using a particular product.
tries on various roles like different styles of clothes to amplify and clarify his or her personal identity. Adolescence is a crucible in which elements meld together into a coherent whole, representing the best forces of that person's identity to help him or her navigate life.

Trying to understand the complex motivations of adolescents, which of their values are important today and which ones will still be around next week is, at best, a challenge for marketers. Learning what a teenager values and relies on – what elements were informative and influential to him in making a decision or taking a stance for or against something – is critical to that young person feeling understood and for you (the parent, the marketer, the authority figure) to be able to reach him.

**The Crucible Technique for Teenagers**

This is where The Crucible technique comes in, taking the form of a human laboratory in the middle of a research question. In the following examples, The Crucible will be a family setting, although it could take the form of a church group, a bar or a union meeting, depending on the problem being studied. The family metaphor is particularly useful in studying teenagers. Interviewing a teenager in the absence of the family perspective is like trying to reproduce an oil painting without a canvas.

Teenagers are vulnerable to family dynamics. In today’s society, kids are particularly in need, although adolescents’ sensitivity to parental influence has existed across generations. Family dynamics are just more fragmented today and, therefore, harder to read.

Ethics demand that researchers tell their participants they are being watched or recorded. Unfortunately, this often intensifies respondents’ insecurities and increases their resistance to the process. I like to confront this immediately. A form of interaction alienation, shyness needs to be minimized. One way of confronting the observational mirror is to have the respondent get up, move toward the mirror and play “Mirror, mirror on the wall, who’s the fairest of them all...?” Ask your respondent, “What do you see when you look at yourself? What do you really see?
Interviewing a teenager in the absence of the family perspective is like trying to reproduce an oil painting without a canvas.

What do others (your girlfriend, boyfriend, family) see when they look at you?” Then, shift to the family-dynamics exercise.

To make the teenage tableau easier to read, The Crucible technique asks the moderator and, if possible, two other researchers to assume the roles of the interviewee's father, mother and brother/sister. To assist in that perception, the moderator asks the teenager what her mother, father and sibling are like and what the teenager likes/doesn't like about her family members and why. It is useful to ask about mannerisms and words/phrases that remind the teenager of her family members. Favorite family foods (and those she hates) bring to mind smells and satisfactions of the past. Songs or family sing-alongs are strong audio cues of the past (e.g., singing in the car during long road trips). The more the participant reveals, the more the three “characters” act like/take on the teenager’s real family’s identity.

Usually, this play-acting is enough to get the teenager engaged and involved. If the family dynamics are not forthcoming easily, instruct the teenager that re-creating the family dynamic is the goal of the interaction, to make it real so we can see what her life is really like and how “lipstick” (or shaving cream or whatever product category is being studied) fits into the teen’s personal milieu. This helps to legitimize the interaction and gives the teenager permission to act out. This, in turn, helps the researcher determine which outcomes are unique to this teenager and in what ways the teenager is like everyone else in her mind.

There will be certain issues or questions that the research will want to answer, such as media listened to, resources relied upon, purchase dynamics controlled and/or not controlled by parents, etc. These topics can be woven early into the discussion as a way of revving up the personal involvement and perfecting the roles being played by the meta-family.

At some point, a personal drama should be experienced. It is OK to have a fight or an argument during the group. If you are playing the roles well, there should be emotion felt. The moderator needs to feel comfortable with expressing and accepting emotions, particularly negative emotions. If the emotional climate is not accepting, the teenager will take his or her cues from you about what is expected/acceptable in this setting. The quality of the results will flow from the expectations established by the facilitators and the acceptance of what is expressed by the participants.

The moderator needs to get client agreement beforehand about what type of language is acceptable. Much teenage language is laced with swearing, and if you are inside their heads, it may be part of the conversation. Assuming swearing has been agreed to by the client, the moderator needs to demonstrate his or her expectations by swearing initially to show it is allowed and then following the teenager’s lead.

A full-flowing discussion can lead to areas of contraband information. The interviewee knows these people aren’t his parents, but are just acting like parents. The teenager, therefore, can talk about things he wouldn’t say in front of his parents with little fear of real punishment. It is a chance for respondents to work out some of their issues, so expect them to be shy at first. As the conversation continues, though, they will grow in strength and then offer material you wouldn’t have expected about how they treat others, their sexuality, drug use, etc. These conversations need to be encouraged with non-judgmental acceptance.

**Using Transitional Objects**

While this article is primarily about technique, a brief departure about interpretation is in order here. Technique informs interpretation, and some forms of interpretation are more suited to this technique. The primary impact of this technique is to make the experience real, to shake the soil from the roots to show how the organism is living, to make the issues more pronounced and, therefore, more observable. However, the value of this technique is not just exposure. What the marketer needs to know is what to feed those roots, what combination of nutrients make the organism grow and which substances are noxious and to be avoided. This is done through the sensitive interpretation of what the moderator has observed.

For example, during this exercise, there may be transitional objects observed. D.W. Winnicott introduced the concept of a child using a transitional object in reference to a particular developmental sequence. A transitional object is when the young child begins to separate the “me” from the “not-me.” In order to evolve from complete dependence to a stage of relative independence, the child uses transitional objects. An infant sees himself and the mother as a whole. In this phase, the mother “brings the world” to the infant without delay, giving him or her a “moment of illusion,” a belief that his or her own wish created the object of his desire, which brought
How an underarm deodorant can suggest not only sexuality and social desirability but also the competence of the individual in a social world becomes the province of The Crucible experience.

Parental Role-Playing
Another older reference that still has great applicability to family-centered communication generated by The Crucible is Eric Berne’s *Games People Play*. Two very typical roles that teen respondents have participants play is either the nurturing or the critical parent. The teen is usually more in control of this portrayal than the parent. He generally has more at stake and more to gain. The weaker link or an immature response in the chain of interaction often causes the stronger person to adjust his or her approach, rather than the
other way around, thus evoking the critical or nurturing response.

The Crucible is a fabulous laboratory. The moderator should play a neutral character initially because you do not want to alter the emotional stream of communication. As the engagement increases, you will feel an emotional pull toward an empathetic or a critical response. Give your honest reaction to the respondent, but note its intensity and that it was “requested” by the respondent. These are cues of intentionality and are much more honest than what the person often says.

Common Themes Uncovered
During the course of a successful Crucible experience, several possible themes should come up. If they don’t, then the experiment (the probes and the acting) probably needs some retooling.

First, teenagers’ sexuality is being learned, defined and practiced on everything they do. There is a sexual component to all of their interactions, and so you should encourage expression of it and learn what it brings to their product experience. Teenagers’ sexuality is very important to them, and they are learning how to be comfortable with it during this stage of life. A teenage boy, having little experience or confidence with his own potency, can transfer many sexual attributes to his choice of clothing or media habits safely and with less embarrassment than if he were dealing directly with his sexuality. This is how The Crucible projects a deeper process onto a safer product outlet.

Second, the need for inclusion is paramount. How acceptable the teenager is (how “in” or “out” he or she is perceived by others) is critical to his or her self-perceptions, which are being formed at this time of life. Products and media consumption reflect bits of themselves and, in ways, “become themselves” for short periods of time. A particular pair of shoes or a style of dress that is “very cool,” popular and (preferably) hard to obtain, reflects where that girl is on the social ladder more clearly than she feels in her heart.

Lastly, developing competence — whether in social skills, athletic prowess or academic abilities — is a third area of fundamental development in this stage of life. This area of discussion will come out in some manner in all Crucible exercises.

What is interesting is how all three themes fit together and influence the end product choice. How an underarm deodorant can suggest not only sexuality and social desirability but also the competence of the individual in a social world becomes the province of The Crucible experience.

Construct a plot in which the individual must play three different scenarios, one being sexually attractive because of product use, one being part of the gang for using the same product and a third drama where the person seems socially competent (like preparing for a job interview) using that same product. In which of the three roles does the product seem most credible to the respondent? Which enactment seems to fulfill the wish of the respondent most completely? Being able to test which of the three variables is more important to the individual’s sense of self is derived by how intensely the respondent plays each of the roles, how easy it is for him or her to assume that role, and how much he or she resists giving that role up when asked. It always helps to ask the respondent to play the role and then quickly play the opposite or a different role, just for contrast, during The Crucible exercise.

A Few Practical Considerations
The Crucible approach can be done with more than one respondent at a time. The dynamics, however, get more confusing and are more demanding on the moderator(s), who should be prepared for conducting a symphony rather than a concerto. A mini-group is a better choice than a full group. Same-sex mini-groups also make sense with the 12- to 19-year age groups. The Crucible process depends on controlled regression occurring, and having the same sex in the group reflects the friendship patterns of childhood and is less likely to create barriers or embarrassment about opening up.

Likewise, the larger the group, the more narcissistic epicenters begin to develop within the group and interfere with a clearer interpretation of what is occurring. Younger children (under age 11, unless very mature) are better seen in individual interviews. Their psyches are
still too unformed to be optimal in this type of investigation. Too often, they try to please rather than to understand and express their own dynamic. Fully flowing hormones improve the accuracy of this approach.

The nature of this material can be explosive and emotional. The client must understand clearly the potential for tears and emotional upset. Likewise, the competent professional must be careful not to allow the client to exploit the interviewee in any way. At the end of the interview, respondents should come out of the experience feeling that they have learned something constructive about themselves and their behavior and that they have obtained insight commensurate with what they have given.

Given the emotional tenor of this approach, it works more easily with females. Males open up, but the process takes more time and the rewards are often less. Young males are less experienced and trusting about sharing emotional truths.

Another interview format that has been very successful with The Crucible technique is with an actual parent and child or two friends. This adds a level of reality and can be useful as part of a larger study where everyone is not related. Using some related pairs or friends along with the larger sample of individuals or mini-groups of strangers adds credibility to the emotional truths being drawn from the overall study.

In summary, The Crucible technique gives the client a first-hand look at the emotional underpinnings of consumers’ motivations in using a particular product. It is an “up close and personal” involvement with the world of teenagers, beginning with their family development and how their sense of self grows and is intertwined with their product use. The Crucible is not for every client, nor should every moderator do it. However, for the right project, the right client and the right moderator, it can illuminate the human condition far beyond typical market research.
Worldwide Qualitative Research
May 7 – 9, 2008
Barcelona, Spain

The fourth AQR/QRCA conference will focus on how qualitative research can promote excellence and will highlight the ways in which qualitative research bridges the gaps between research and the bottom line, clients and customers, disparate cultures, and the rational and the emotional. The conference Call for Papers is now available at www.aqr.qrca.org. The deadline for synopses is September 24, 2007.
Simplifying the Research Process
Videostreaming Products and Services for Marketing Researchers

Client Lounge 5.0
defining simplicity

Mark it. Review it. Clip it.
ActiveNotes synchronizes the text notes with the associated point in the video, allowing the viewer to review notes, download clips for presentations, and export notes with hyperlinks to the video to Microsoft Office applications.
www.activegroup.net/AN

ActiveTranscripts AT
Traditional transcripts with a twist
Every line of an ActiveTranscript is linked to the associated point in the video. Available in Full-Transcribed and Transcription summaries 45-72 hours after your session.
www.ActiveGroup.net/AT

ActiveSearch
ActiveGroup's exclusive phonetic search
ActiveSearch requires no speech-to-text conversion or transcript to return search results instantly! Search by keyword, phrase, or word groupings across your research events. ActiveSearch is the perfect solution for a quick overview of the day's research or a search for specific references within a research project.
www.ActiveGroup.net/AS

The intuitive portal to your ActiveGroups
Researchers find the user-friendly design of ClientLounge increases their productivity with a host of easy-to-use features. With so many tools for researchers, it's more of a research application than a viewing interface for accessing research events remotely. ClientLounge 5.0 is the gateway to a researcher's ActiveGroup sessions, both live and on-demand.

ACTIVEGROUP 3720 DaVinci Court Norcross, GA 30092 800.793.3126 www.activegroup.net
**United States**

**Arizona**
- Phoenix
- Scottsdale
- Tempe
- Tucson

**California (Northern)**
- San Francisco
- Berkeley
- Oakland
- San Jose

**California (Southern)**
- Los Angeles
- Santa Barbara
- San Diego
- Mission Viejo

**Colorado**
- Denver
- Fort Collins
- Colorado Springs
- Colorado Springs

**Connecticut**
- Stamford
- New Haven

**Florida**
- Fort Lauderdale
- Miami

**Georgia**
- Atlanta
- Savannah

**Indiana**
- Indianapolis

**Illinois**
- Chicago

**Indiana**
- Bloomington

**Kentucky**
- Louisville

**Massachusetts**
- Boston

**Michigan**
- Ann Arbor
- Detroit

**Minnesota**
- Minneapolis

**Missouri**
- Kansas City

**Nebraska**
- Omaha

**New Jersey**
- Newark

**New Mexico**
- Albuquerque

**New York**
- Buffalo

**North Carolina**
- Charlotte

**Ohio**
- Cincinnati

**Ontario**
- Toronto

**Oregon**
- Portland

**Pennsylvania**
- Philadelphia

**Virginia**
- Richmond

**Washington**
- Seattle

**Wisconsin**
- Madison

**Europe**

**Holland**
- Amsterdam

**Spain**
- Madrid

**Mexico**
- Mexico City

**Canada**
- Toronto

---

For a complete facilities contact list please log on to www.activegroup.net/facilities
Consumers today have more choice and control than ever before when it comes to the kind of media and content they consume, when, where and how. New devices and services — such as DVRs (digital video recorders), portable devices with video capabilities (like video iPods, cell phones, Blackberry-type PDAs and Portable Play Stations onto which you can download television shows, movies and other content), Slingboxes (that allow you to direct content from one device, like your laptop or iPod, to another, like your TV), Apple TV (that allows you to play content from your iTunes program onto your TV), and the proliferation of more, better content on the internet (from traditional programmers like TV networks, as well as user-generated content like YouTube) — are changing

To address concerns about conducting research among “early adopters,” one solution is to not attempt to find people that own the gadget, but to create them by recruiting “average” consumers who do not have the gadget and then placing the technology in their home or in their hands.
the business of television, media and advertising in unprecedented ways. In this rapidly evolving media and technology environment, understanding how consumers adopt and use these kinds of new gadgets — and the implications of that adoption for media companies, television networks and their advertisers — becomes an important and challenging research endeavor.

Among many others, some of the most pressing issues at hand for clients are:

- In general, when people can control their TV-viewing using a DVR, portable devices, a Slingbox, an Apple TV device or the internet, how does that deviate from “network scheduled” viewing? Do they still watch shows close to their scheduled time or on some completely different schedule? Do any viewing patterns emerge?

- What are the practical and the underlying motivations for manipulating, or not manipulating, the TV-viewing experience? How do consumers’ attitudes towards TV in general, and specific media brands in particular, change as their options for accessing the brands’ content changes?

- What can we learn about the power of the “shared viewing experience,” such as when millions of people gather in front of TV sets to watch the Super Bowl or the season finale of American Idol? Does the power of the shared viewing experience also extend to daily or weekly shows? Why or why not?

- Are certain types of television content more prone to be watched in “real time,” rather than recorded on a DVR and watched at a different time? If so, what content, and what makes it more prone to real time? Who watches this kind of content?

- Are certain types of television content more likely to be watched on the internet or on portable devices than others? How does the ability to access a show online or on a portable device impact the viewing of that show on an actual television set? For example, do Grey’s Anatomy fans watch it online instead of on TV just because they can, or do they prefer to watch it on TV anyway? What kind of screen do consumers use and where — a computer screen at the office, a laptop screen while sitting on a plane, an itty-bitty iPOD or cell-phone screen while commuting, a 52” HDTV set in the living rooms? Do they have a preference for any of those screens over others? Are some shows better suited for some screens and not others? Does anyone actually prefer to watch all their shows on a non-TV screen? If so, why?

- When people can, do they fast-forward over commercials? Do they do so all the time, some of the time or not really that much? Does this behavior change, depending on the commercial? Which kinds of commercials get skipped, and which don’t? Is there a relationship between the kind of show someone is watching and whether he or she skips the commercial? Is there a relationship between the placement of the commercial in a string of commercials and whether it gets watched or not? Does this behavior change over time? And, in reality, how much more or less are people actually paying attention to commercials?

- Are certain types of consumers more prone to using new devices and technologies than others? Are there any surprises here in terms of who is actually using these devices and services, and why they are using them? Among some consumers, does consuming content in non-traditional ways translate to social capital? If so, among whom, and why? What does this say for the future of traditional media and for the traditional advertising model?

The biggest challenges of this research are two-fold. First, there is the challenge of deciding what methodology would be best suited for this endeavor, with two distinct, specific goals: one, entirely subjective (the personal, one-on-one experience of a consumer with a new gadget and his or her preferred entertainment content), and the second, entirely objective (what this might mean for the business of media, television and advertising).

Until this study, little was really known, but much was assumed, about DVRs’ potential impact once the technology reached critical mass. The fear, of course, was that once DVRs entered homes, no consumers would watch commercials, network loyalty would disappear and the advertising business model would be a thing of the past.
The second challenge lies in strategizing how to find consumers to study. Despite the “hype,” actual penetration of many of these new technologies is still quite low. Finding consumers who own these devices is much like searching for needles in a haystack, and once those consumers are identified, it is likely that they fall in the “early adopter” category. While research among this population of consumers could be eye-opening, it can also be misleading. Early adopters tend to be much more “hard core” and intense about using their new toys than average consumers might be when the technology reaches critical mass. Thus, research among early adopters must be viewed as just that, not as any kind of indication of what might really happen on a greater scale.

Combining Research Methodologies

One solution to the first challenge is to design a research initiative that combines qualitative (ethnographic) research with quantitative (survey) research. In the ethnographic phase, researchers develop an in-depth understanding of consumers’ relationships to their devices, an understanding developed through observation and intimate dialogue between researcher and subject. In the quantitative phase, the learnings from the ethnographic research are applied to the design and implementation of a survey that will measure and predict the impact of large-scale distribution of the device in question.

Ethnography is particularly well suited for research work on consumers and their media tools. It can:

- Provide an understanding of how consumers actually interact with their media tools and media brands, and how these impact everyday activities, opinions and behaviors (not just what consumers say about them)
- Provide the contextual information about family dynamics, household organization and socio-cultural realities that influence how media-related decisions are made and why
- Enable research on a technology by actually placing it in a subject’s home or context
- Study hard-to-quantify or yet-to-be-mainstream audiences
- Uncover counterintuitive findings, and identify burgeoning trends
Debunk myths and assumptions that stem from misinterpreted survey findings

To address the concerns about conducting research among early adopters, one solution is to not attempt to find people that own the gadget, but to create them, for the qualitative phase. Recruiting “average” consumers who do not have the gadgets and placing the technology in their home or in their hands over the course of the study provides two advantages. One, because these subjects are not early adopters, their usage and attitudes would be much more in line with what we would expect from the average consumer once the gadget reaches critical mass. Two, by placing the technology with the consumers at the onset of the study and observing the relationship evolve over time, we gain important information and insight about what happens during the “honeymoon” period and then beyond, as consumers get used to having the gadget at their disposal.

Ethnography reveals not only what consumers do, but when, how and why they do it. Over time, the ethnographers can document changes in behaviors — changes that evolve naturally as the novelty of the technology wears off, as the circumstances for using the technology change, as the subjects become involved in other activities (work, school, social events, sports, holidays, vacations, etc.) and as the television season shifts. This ethnographic phase provides clients with invaluable insights and a depth of understanding that simply cannot be obtained by any other research technique.

Like any other research methodology, successful ethnographic research requires that attention be paid to certain core research concepts and practices, including: a sound research hypothesis and design; a defined research population; an understanding of how the parameters established for the research population may impact the findings; and a robust-enough sample size to be able to conduct a comparative analysis.

Successful ethnographic research also requires an investment in time and resources, including:
- Trained ethnographers who are skilled in the practice of participant-observation, not just in-home interviewers
- Consistent research over time to allow participants to get comfortable, and thus more genuine, with the ethnographers (not just one or two visits)
A Case Study

For example, for one study in 2003 for a major television network on the adoption and impact of DVRs, 100 households were recruited to participate in a six-month study, and new DVRs were placed in each home. Prior to participating in the study, these households did not own DVRs.

In 2003, DVR penetration was very low, but already the media and advertising world were extremely concerned about how the device would forever change their businesses. Until this study was conducted, little was really known, but much was assumed, about the potential impact of DVRs once the technology reached critical mass in American homes. The fear, of course, was that once DVRs entered homes, no consumers would watch commercials, network loyalty would disappear and the advertising business model would be a thing of the past. Observational research would provide the insights needed to be able to shape the language for discussion and future research on DVRs, including influencing the framework for a major tracking-survey program on DVR usage that we later implemented for the same client.

A team of eight experienced ethnographers conducted the fieldwork in a series of four to five household visits over the course of the six-month project. Each was assigned to between 10 and 14 homes. The households were also encouraged to keep viewing diaries to track their usage of linear (real-time) TV, compared to usage of the DVR.

The ethnography revealed some counter-intuitive findings about how household dynamics influenced DVR usage; how DVRs influenced household dynamics (particularly as it aided in conflict resolution); how the DVR influenced TV-related behaviors (i.e., not having to rush home to watch TV, participating in other activities and channel surfing); who uses, and who does not use, the DVR the most in each home; and the fact that DVRs are not for everyone. We also learned that the impact on commercial viewing was not as substantial as originally thought. Importantly, while commercial skipping was certainly perceived as a side benefit to having a DVR, it was not the main, motivating factor for using it.

Although the ethnographers worked independently of each other, when the field notes were coded and analyzed, similarities in attitudes and usage towards the DVR were found that translated into six distinct segments or “user categories.” These user categories were then carried through in the quantitative phase. Consumers in 1,000 DVR households were interviewed and segmented into these categories based on their reported attitudes and usage, allowing the client to fully understand not only the “how” and “why” of people’s behaviors, but also to be able to statistically quantify how many consumers actually behave in similar ways.

Revisiting the ethnographic phase of the research endeavor over time is vital. Technologies proliferate, devices improve and services change on a rapid continuum. Similarly, consumers’ relationships to their gadgets and the content they offer are in constant flux.

Additional Considerations

The quantitative phase of this kind of research program is important because it provides strategically valuable information that helps a company anticipate and make changes to its business model once usage of the gadgets becomes widespread. Yet, the low incidence of ownership of many of these new devices creates challenges when also attempting to conduct quantitative research, which can prove costly in most cases and virtually impossible in others.

Sometimes, a little creativity is in order. In the case of the aforementioned DVR study, a
pre-existing sample frame was in place that included 100 cable systems across the United States. From prior research using this sample frame, there was a prediction of incidence of DVR households in this sample, which allowed for the successful identification of 1,000 DVR households to complete the survey (this included homes with DVRs from their cable company, homes with DVRs from satellite companies and homes with DVRs bought at retail, like a TiVo, for example). As penetration of this technology has grown over time, it has gotten progressively easier to find consumers for subsequent waves of the survey.

If finding a large population of consumers who have and use the device in question is simply not possible, it is important to remember that penetration and market potential for the device are important aspects of anticipating its future impact. A survey of consumers overall, not just those with the gadget, may work in this case. What do consumers know about this device? Have they previously ever heard of it? What do consumers think of the idea of having this device? Are they planning on purchasing it? Why or why not?

This initial quantitative survey may yield a small proportion of consumers who already have the device (which may include early adopters), among whom the behaviors identified in the ethnographic phase could be measured across a larger population. The larger proportion of consumers would not have the device, but the survey would assess their current proclivity for such a device and how close they might be to actually purchasing it.

Ideally, the initial quantitative phase would evolve into a quantitative tracking program, like the DVR research did, to measure the growth in the device’s penetration over time and to yield new insights about consumer usage and adoption as the device gains popularity and loses its “caché.”

Revisiting the ethnographic phase of the research endeavor over time is equally important. Technologies proliferate, devices improve and services change on a rapid continuum. Similarly, consumers’ relationships to their gadgets and the content they offer are in constant flux. For media companies, television networks and other content creators — and the advertisers that rely on them to reach consumers — an investment in continued, in-depth research is essential to truly understand how these profound changes impact their bottom line.

Qualitative research provides context for the quantitative research, filling in the story, revealing the nuances beyond the black and white and illustrating the faces behind the numbers. Quantitative research supports and supplements qualitative findings, providing those important numbers that make the business case many clients require to be able to justify major, strategic business decisions. Especially in today’s complicated and quickly evolving media and technology environment, these two techniques together can offer researchers and their clients the tools they need to address even the most complex research challenges.
IT’S NICE TO KNOW THAT LIFE DELIVERS SECOND CHANCES.

Announcing the return of

WHITE GLOVE ATTENTION™

Moderator Rewards Program
For 2007.

If you participated in the Delve White Glove Attention rewards program last year you’re well aware of the benefits you earned. If you didn’t, here’s your chance to participate in 2007.

Because of the outstanding response from our moderators, we’re repeating the White Glove Attention program for 2007...with rewards, incentives, and other “special attention” prizes.

Again in 2007, you’ll earn points every time you perform a project in a Delve facility – points you can spend like cash using a rewards card branded by American Express.°

It’s the attention you deserve, the rewards you’ve earned. Proving once again, that with Delve, all good things come to those who participate.

For program details and information call Tim Sauer, Delve President, at 800-325-3338.

www.delve.com
Going the extra mile .....  

House Market Research, Inc.  

The difficult recruit made easy  
A logistical nightmare a day dream  
Your experience at our facilities rewarding  

HMR is owner operated with 10  
Conference Suites serving the Wash,D.C.,  
Maryland and Virginia markets.  

1829 Reisterstown Road, Baltimore, Md. 21208  
410-602-2800  

2301 Research Boulevard, Rockville, Md. 20850  
301-948-8800  

* Over 9 years Top rated, with one of the highest recruiting scores in the country by the Impulse Survey Guide –  
Members: AMA, MRA, CMOR, Focus Vision Network  
Affiliates: ViC CD, Active Group, Interactive Video  
Member of First Choice Facilities
Desi Appeals: Emotional Touch Points to Connect with South Asian Consumers

BY RUPA RANGANATHAN
Multicultural Marketing • Mount Tabor, NJ • ruparanganathan@yahoo.com

While the term “Asian Indian” may exclude Pakistanis or others, the term “desi” is very inclusive and underscores a sense of unity within the diversity of the Indian sub-continent.

CNN’s Dr. Sanjay Gupta to almost-American-Idol Sanjaya Malakar, Asian Indians are in the news. And they are in the marketplace, beckoning mainstream brands from Wal-Mart to Mercedes-Benz. The Asian Indian population in the United States is surging ahead, growing at 38 percent, which is 15 times the national average (between 2000 and 2005) as reported by the American Community Survey. The Indian population in the United States according to the U.S. Census Community Survey is currently at 2,319,222.

While the linguistic and cultural plurality of this segment baffles marketers and researchers alike, South Asians have become a lucrative target for a range
of products and services, from telecommunications to international remittances, from cable, Bollywood and Cricket-based channels to retirement plans and international travel.

For marketing and research purposes, the Asian Indian segment is expanded to include other South Asians — such as people from India, Pakistan, Bangladesh, Sri Lanka, Nepal and Bhutan — as they share a common heritage with overlapping customs, cuisines, music and spiritual traditions. The term “Asian Indian” can be limiting in some cases, when marketing an entertainment channel with content that appeals to all of these groups. A common term used by consumers is “desi,” which means “from the country” or from the “homeland.” While the term “Asian Indian” may exclude Pakistanis or others, the term “desi” is very inclusive and underscores a sense of unity within the diversity of the Indian sub-continent.

At other times, when the brand wishes to evoke emotional triggers using “patriotic pride,” then the country of origin becomes a central point of connection. Even in this instance, the term “Non-Resident Indian” or NRI is the more commonly used term, as in the case of NRI deposits from CitiBank.

Focus groups and ethnographic studies conducted will reveal that many common threads run across this diverse group of people who speak Punjabi, Marathi, Urdu, Sindhi, Hindi, Tamil, Telugu, Oriya and Bengali, all sitting in the same focus group session. While they all may also speak English, they respond to various non-verbal and cultural cues, ranging from color to music. Therefore, marketers and researchers must cultivate semiotic savvy to cut across these various differences, and they must familiarize themselves with both the overt and the covert communication channels used by this kaleidoscopic segment.

Color and Condiments
As with other ethnic and Asian segments, the use of color is very important. An Indian bride is generally portrayed in red, which is considered an auspicious color. Although Christian brides or those from Kerala wear white for their weddings, the color white is actually considered inauspicious
for a bride throughout most of India. Even though it is originally a Hindu custom, the smearing of turmeric during the bride-making ceremony is adopted by many others, and the customary “henna” ceremony prior to the actual wedding (with sandalwood paste and anointing of turmeric paste “halide” on the bride, accompanied by music, dance and festivities) cuts through class, caste, religion and other socio-demographic borders.

Sound and Symbols

Indian “ragas” reiterate the power of music as a powerful emotional trigger. From Bollywood to religious discourses, Indian ragas stimulate emotional responses at various levels. These ragas are said to evoke nine emotions, embodied as Nava Rasas (nine juices or extracts) of the ragas. They include: Shingara, or sensuality and romance; Hasya, or laughter; Raudra, or anger; Veera, or valor; Bhayanka, or fear; Karuna, or pathos; Adbuta, or wonder; Vibhatsa, or disgust; and Shanta, or peace.

Hindustani classical music is based on the development of the “raga,” a precise framework of melody that is said to “please or color the mind.” The root word for raga is the Sanskrit word “rañj,” or that which pleases or entertains. Hindustani music is not set to specific compositions, but it instead allows the musician to expand and explore, following a basic framework. Ragas have been described either as male or female and are even oriented by season and by time of day. This exactness and science behind the development of ragas correspond closely with the power of ragas to stimulate emotions when played or sung correctly.

A deeper understanding of ragas will accentuate the verbal and visual messages for a brand by providing emotional engagement that connects deeply with the consumer. In the Indian magnum opus—Mugal-e-Azam—the use of the raga “Darbari” serves to bring out the melancholy of the heroine, who is imprisoned by the emperor Akbar; however, it also resonates the majesty of the setting of a royal court, points out D. Richard Wades, a member of the British Forum of Ethnomusicology and a prolific writer on the subject of Indian raga.

Food and Festivity

Food and festivity are inseparable from South Asian lives, regardless of continent. Most consumers with access to an Indo-Pak grocery store actually will do two rounds of grocery shopping each visit. One will be to pick up juices, snacks for school, eggs, milk, fish and meats (although Muslim consumers will make another trip to a halal meat store), and then to pick up Indian vegetables like bitter-gourd, different types of squashes, spices and sweets, and to chit-chat along the aisles as they break the tips of okra to gauge their freshness. Others will head to the freezer where specialties like sambar onions, ready-to-fry samosas or other favorites are boldly displayed.

Apart from the large religious holidays like Diwali (the festival of lights), Baisakhi (the harvest festival), Rakhi (the sacred bond between brothers and sisters) or Holi (the spring festival of color), several observances call for special foods and feasts. Smart grocery stores with a high density of Latino consumers stock up on fish during Lent. Similarly, whole milk, condensed milk, ricotta cheese, cashews and almond slivers are frequently used in South Asian homes for preparing various kinds of puddings and sweets, such as creamy delicacies like rasa malai.

Gold and Glitterati

South Asians have a passion for gold. Many Indian women proudly wear expensive jewelry, even if it may look out of place in a metropolitan cafeteria on a summer afternoon. For a large part, gold is a status symbol associated with prosperity. Gold and glitter form an important motif for many cherished aspects of life.
Hindu families place gold coins on the altar to welcome “Lakshmi,” the Goddess of Wealth. South Asian families buy gold for important occasions apart from weddings, and they value a gift of gold from their close family members. The makers of Tilda Basmati Rice, which is available in Indian grocery stores, actually offered a gold chain as a promotional offer to South Asians in India.

**Bollywood Beckons**

Bollywood, the informal name given to India's popular Mumbai-based, Hindi-language film industry, is central to Indian lives in India and abroad. The rise in overseas Indians has developed a lucrative market for Bollywood films shot internationally for Non-Resident Indians. Movie stars are idols and have become brand ambassadors. The fashions, lives and dance numbers of Bollywood find their way into real-life wedding ceremonies, dance clubs and family recreation, and they indeed permeate South Asian life.

Bollywood is clearly the great leveler that connects the cab driver from Queens to the Silicon Valley entrepreneur who has made it to the *Forbes* list. The Ph.D. student in Austin Texas similarly finds a shared platform in *GURU*, a new movie featuring the first couple of Bollywood — Abhishek Bacchan and Aishwarya Rai — whose recent wedding was featured by global news media outlets. Many advertisers in the United States try to tap into the “Bollywood factor” and have actually gone to Mumbai to produce their films, hoping to turn on this flood of emotions using imagery, music, story lines, lyrics and sequences à la Bollywood.

Qualitative research of this group often is limited to focus groups in English. Online surveys or panels, social networking portals (including Matrimonial websites), media channels, music, weddings and ethnographic studies will enable researchers to dive deeper into the myths and magic, the adventure and riddle, of desi consumers.
Webcasts promoting excellence in qualitative research.

Qualitative research knowledge delivered to your laptop (or desktop).

Fresh perspectives for users and practitioners of qualitative research.

For more information and to register, go to www.QRCA.org. Pre-registration is required.

- Free of charge
- Live on the Internet
- Watch-and-listen presentation
- Quality content
- Interactive chatroom
- Q&A session
- 24/7 archive access
Do you have this kind of relationship with your facilities? You can.

"I've always been impressed by Jackson's 'can-do' attitude."
-Dennise Linder
BellSouth Telecommunications, Inc.

"... are you kidding? I know that the project will be done right."
-Tom Carenini
General Associate

"I breathe a little easier when my projects are at Jackson Associates."
-Thomas S. E. King
Rocaas and Associates, Ltd.

"Jackson Associates' staff handles last-minute surprises with thoroughness and professionalism."
- Carol B.""
Mullen Marketing Consulting, Inc.

"Coming to Jackson Associates is always like coming home."
-Barbara Field
Research Analyst

No matter what kind of research project you have in Atlanta, you can relax. Jackson Associates is equipped to handle it.

www.jacksonassociates.com

Contact Naomi Lopez or Melissa Lipsker: 770.204.2700
mlipsker@jacksonassociates.com - nlopez@jacksonassociates.com
Conducting Website Usability Research Using Morae

By Jay Zaltzman
Bureau West Marketing & Research • Los Angeles, CA • jay@bureauwest.com

Nowadays, the online portion of our clients’ businesses is becoming increasingly important and ever more integrated into their overall business strategies. As a result, clients frequently ask to conduct website usability research. Whether or not you want to conduct this research yourself, it is important to understand what it is, when it is beneficial and the various options for conducting the research.

What It Is
Classic website usability research answers questions such as:
- Do users understand how to use the website?

Instead of a video camera, Morae uses a webcam that is set up on top of the respondent’s monitor to record the respondent’s facial expressions. Then, it uses software to record the contents of the respondent’s screen. This means a significant savings in equipment rental.
Is it easy for users to do what we want them to do? Do they understand the site's text and graphical conventions?

Although clients say they want to conduct “usability research,” they usually want to know more: What do prospects think of the offering? Is the website relevant? This is where a qualitative approach to website usability testing is particularly useful. That means combining classic usability research (where respondents conduct tasks on the site while being observed by the researcher) with a qualitative interview (during which respondents discuss their reactions as they conduct tasks on the website). During the interview, respondents are encouraged to voice their opinions about their overall impressions of the site.

Even the pure usability aspect of the research can benefit from a qualitative approach. While many quantitative researchers collect only quantitative measures (such as time to complete a specific task on the website, and whether a respondent succeeded or failed at each task), we have found great benefit in learning why a respondent might have failed a task. For example, respondents might not click on a certain link on the website because they misunderstood how it was labeled. It seems a shame to spend all the time and money to bring respondents to a research facility and not obtain their qualitative input, since that input might lead to a solution to a usability problem.

Number of Respondents

In typical qualitative research, where we ask for respondents’ opinions and perceptions, we need a fairly large number of respondents in order to obtain consistent results. Usability research is different in that respondents are surprisingly consistent. We find that we obtain consistent results after conducting just one day of usability research (six to seven interviews). Of course, we might conduct more if we need to look at distinct user segments, but in general, if clients have the budget for more than one day of usability research, they can best use that budget by conducting one day of research.
Jakob Nielsen found that with just one user, we typically uncover 30 percent of usability issues; after 5 users, 85 percent to 95 percent of the issues are revealed. Implementing changes and then conducting another round of research.

Note: If your clients are skeptical about these numbers, refer them to Jakob Nielsen, who is an authority on usability research. He found that with just one user, we typically uncover 30 percent of usability issues; after 5 users, 85 percent to 95 percent of the issues are revealed. See his article at http://www.useit.com/alertbox/20000319.html.

The Discussion Guide
When writing the discussion guide, the introduction is very important. Respondents always feel like their computer skills are being tested. I like to tell them that we are testing the skills of the people that created the site, so I am particularly interested in things they find confusing or hard to understand. I add, “If you don’t get something, then there might be another million people out there who won’t get it either.” This seems to put them at ease!

As you start going through the website with the respondent, another question arises. On one hand, you want to approximate the experience the respondent would have browsing the website on her own. On the other hand, you want to know what she is thinking as she goes through the website.

One option is to sit next to the respondent and have her think out aloud, which provides immediate feedback. The drawback to this is that your presence could impact her reactions. Another option is to leave the room for a while and then come back and ask her about her reactions, but, of course, we lose some immediacy that way.

I usually like to use a combination approach. I sit with the respondents awhile and have them think out loud to get immediate reactions. I then leave the room and have them go through the site on their own, and I come back later to discuss the task. After that, I might ask them to do some...
specific tasks on the site and have them talk to me as they do them. Of course, you will want to tweak your approach based on your client’s specific research objectives.

**Morae Usability Software**

In a typical usability research setup, observers in the back room view two screens — one shows the contents of the respondent’s monitor, and the other shows the respondent’s face. That way, observers can see respondents’ reactions to elements they encounter on the website. The two pictures are recorded together on a DVD — "picture-in-picture," where there is a large picture of the screen and an inset picture of the respondent’s face.

This all requires some fairly expensive equipment. In addition to the computers and extra monitors, you need a video camera and something called a scan converter to combine the two images.

Morae software has changed all that. Instead of a video camera, Morae uses a webcam that is set up on top of the respondent’s monitor to record the respondent’s facial expressions. Then, it uses software to record the contents of the respondent’s screen. This means a significant savings in equipment rental (no need to rent the video camera and scan converter).

Morae records both the video of the respondents and the contents of the screen in a very compressed format. A 45-minute interview usually results in a 150-megabyte file. So a day of 8 usability sessions results in files with a total size of between 1 and 1.5 gigabytes. This could be copied onto a portable hard drive, a large flash drive, a DVD or two CDs. I usually just copy them onto my laptop. These files are in Morae’s proprietary format, which you can edit later. But if clients want the raw footage, Morae provides the option of creating Windows Media Player files as you go along, so clients can take the files with them at the end of the day.

**Video Clips Bring Reports to Life**

Morae enables you and your clients to flag important moments during the interviews. That is, you and/or your clients can have a computer that is connected to the respondent’s computer and that displays the contents of the respondent’s screen. When the respondent says something memorable, you can click a key combination to make it easy to go back to that moment later. Additionally, clients can add a note to the flag, with their comments about why the moment was important and so on. (While the researcher could also add comments, it is unlikely, since you are busy conducting the session!)

Later, it is easy to go back to those moments and create video clips that can be inserted into a PowerPoint presentation. These clips really bring the final report to life, and clients take the findings much more seriously when they see and hear key points coming out of a respondent’s mouth.

**Your Own Portable Usability Lab**

Morae is perfect to conduct usability research, as it is a kind of portable usability lab you can take with you. For example, with international projects, there always seem to be difficulties where the different facilities do not have the same video-recording capabilities. Using your own copy of Morae and your own webcam, you could ensure the recording will go smoothly.

One problem you many encounter is wanting to record the translator’s voice rather than the respondents’ voices. While this is a little advanced, it is completely doable with the help of the technical people at the facilities. They just need to have an audio feed of the translator’s voice coming into the respondent’s computer.

You could look for facilities that offer Morae, but then you would need their help for editing the video clips. I think it is worth buying the software. Techsmith charges $1,495 for the software, which includes licenses for one respondent computer and one observer computer. I spent another $195 for an additional observer license, so I could have one computer in the back room for the clients to watch and flag, and one on my laptop for me to use in the room with the respondent (I turn down the volume and try not to be noticed when I flag comments). Even though that is not cheap, you quickly make up the price of the software in savings on equipment rental. I estimate it saves me $750 to $1,000 a day — you do the math!

**Alternatives to Morae**

While Morae may be the most comprehensive off-the-shelf usability product currently on the market, there are a few alternatives. In the Mac world, a product called Virtual Mark contains many of the same features as Morae. At last check, this product was still in beta.

In addition to Morae, Techsmith produces Camtasia, which was designed to create video tutorials but also works quite well as a usability tool. It includes the same picture-in-picture video and video markup tools (though only for one user) as Morae, but it does not have any of Morae’s advanced usability testing features like path analysis or remote monitoring via the internet. The key advantages of Camtasia are the cost ($300) and the fact that it will run on most laptops.

Morae is a great software package for qualitative researchers asked to conduct usability research!
THE ULTIMATE RESEARCH MACHINE.

It's GroupNet, the country's largest network of independently owned and top-rated focus group facilities. It's powerful, yet responsive to your every command. Its style and performance are legendary. It's the perfect reflection of your visionary thinking. And no matter which market your research takes you to, it's the vehicle you choose to get down to business.

Want power? One call pulls your entire project together—single market or across the country. Want handling? Our vast industry experience and commitment to quality ensure your project flies smoothly on all cylinders. Want style? Our facilities are among the finest in the industry and offer every type of room and amenity.

GroupNet

Experience a new level of exhilaration, speed and nimble handling: 800-258-8226 or Group-Net.com.
Energize! Join us in Vancouver, Canada, for three days packed with education, networking and fun. This is your chance to catch up on the latest trends in our profession and leave with renewed energy and new ideas for tackling your next challenge.

With 26 workshops led by industry professionals, you are sure to find topics of interest. Sessions are geared toward a wide range of experience levels. To share recent developments in the UK qualitative industry, one super-session for all attendees will let you listen and learn as three members of the UK Association for Qualitative Research (AQR) share their experiences and insight.

For those wanting to make new connections and to catch up with friends, we have several social events planned, including a wonderful dinner cruise on Thursday night. The Westin Bayshore is located right on the marina, so a short walk down the dock to an evening cruise will be a wonderful way to get energized.
Breakout sessions are identified by “tracks” to help you classify the workshops that best meet your conference objectives. Keep these in mind as you review the many Energizing options.

**The Four Tracks for 2007**

CONNECT: Rediscovering tried-and-true methods, making new connections with established skills or reconnecting with established methodologies.

SPARK: Re-examining established ideas and turning them on their heads, finding new applications.

DISCOVER: Finding new energy sources, such as new trends or methodologies.

FUEL: Exploring new ways to build your business or ways to reinvent yourself and your business.

To learn more about the conference and to register, visit www.qrca.org.

---

**Wednesday, October 24, 2007**

**Welcome & Conference Kickoff**

2:00 p.m. to 2:15 p.m.

---

**Wednesday, October 24, 2007**

**Afternoon Workshops**

2:30 p.m. – 3:30 p.m.

**Best Practices in Researching Latinos**

Presenter: Ricardo Lopez, Hispanic Research Inc., Brunswick, NJ

Track: CONNECT  
Competency: 5

The QRCA Latino Special Interest Group has compiled the collective knowledge of its members in a document that summarizes the best practices for conducting qualitative marketing research with Latinos in the U.S. and in Latin America. In this high-energy Latino-style presentation, members of the Latino SIG will bring the recommended practices to life.

This session will reveal potential problem areas in doing research with Latinos and offer suggestions to avoid the pitfalls. It will touch on recruitment issues, when to hire a Latino consultant, language issues and use of interpreters, cultural idiosyncrasies that affect the research process and techniques that do and do not work with Latino participants.

(continued on page 74)
Also, standard practices for conducting research in Latin America are often very different from those in the U.S. and can vary from country to country. Latino SIG members who are research consultants in Latin America will present an overview of conducting research with Latinos abroad.

2:30 p.m. – 3:30 p.m.
Are You Really a Consultant?
Presenters: Jane Goldwasser and Hank Goldwasser, New Directions Consulting Inc., White Plains, NY
Track: FUEL
Competency: 1
An ongoing discussion among QRCA members has been about the idea of being “consultants” rather than “moderators,” which is closely related to the question, “Is what we provide for our clients a commodity or a custom-tailored research solution?”

The session’s presenters will provide their viewpoints on what it means to consult rather than just provide research. Come prepared to discuss and debate:
- Signs that one is a consultant rather than just a researcher
- Advantages and disadvantages of consulting versus research
- Implications for marketing yourself
- Plans you should make to reinforce the positioning you choose

Check yourself against the signposts that Jane and Hank have noticed over the years. Share the clues that you have discovered for yourself. Help yourself and others decide what kind of practice you really want to have. Draw in the outlines of the roadmap of your own research practice.

3:30 p.m. – 4:30 p.m.
Not Your Grandfather’s Credentials
Presenter: George Balch, Ph.D., Balch Associates, Oak Park, IL; Shaili Bhatt, Wooldridge Associates Inc., Chicago, IL; Mark Lovell, AEI Internet, Montreal, QC, Canada; and Barbara Rosenthal, Washington, DC
Track: CONNECT
Competency: 11
Whether QRCA should offer a credential has been a hot issue since nearly the inception of our organization. This is understandable, since credentialing leads straight to issues of professionalism, recognition and our value both to our clients and to the research industry.

The purpose of this session is to share how the QRCA Task Force undertook the deliberations that led to our
final recommendation: that, in the best interest of members and the association, this is not the time for QRCA to pursue the credentialing process. Instead, QRCA can achieve more for us and for our industry by concentrating on other objectives.

Members deserve to know, finally, why and how — through an intense year of study, analysis, reasoning and extended deliberation — this Task Force reached its conclusion through consensus.

3:30 p.m. – 4:30 p.m.
Qualitative Research in China and the West: What Can We Learn from Each Other?
Presenter: Hamish HC Liu, Force Research, Beijing, China
Track: FUEL 💡
Competency: 5

Since 1990, China has become one of the top three nations attracting international corporations. Contemporary China is the fastest-developing nation in the world, and its international clients and local research companies are rapidly adapting to the demand for world-class market research.

QRCA member and noted Asia-Pacific researcher Hamish Liu will demonstrate with deep insights how a “Smart International Cooperation” can overcome the typical obstacles we all face. Domestic and international research companies can learn how to conduct better qualitative research at home and abroad to help our clients build or reinvent their businesses and their brands more successfully. The huge potential and accelerated opportunities in China can be viewed as a microcosm of how all industries are changing and growing.

Energize your own qualitative research practice by understanding the similarities and differences between Eastern and Western qualitative research and how you can tap into global trends and approaches.

2:30 p.m. – 4:30 p.m.
The New Four Stages of Focus Groups
Presenter: Naomi Henderson, Rockville, MD
Track: SPARK 🔥
Competency: 5

The first focus groups were conducted in the 1930s and lasted about two hours. Back then, and now, there were four stages — Stage 1: Introduction; Stage 2: Rapport & Reconnaissance; Stage 3: In-Depth Investigation; and Stage 4: Closure. In a sense, focus groups had a beginning, a middle and an end. In the 1930s, they were a novel way to get information from target groups to help decision-makers. Nearly 70 years later, we have the same two-hour model, and groups still have a beginning, middle and end, but they are hardly novel.

This session is a call to re-visit those four stages and infuse the world of qualitative research with a “new attitude.” Participants will be asked to look at what we need to bring to our work and to our clients, and they will engage in an interactive exploration of how to make future focus groups fun, fast, fabulous and finished.

Come to this session ready to share your insights, and leave with some new tools and techniques to bring to your work.

Wednesday, October 24, 2007
Night Flight
7:30 p.m. – 9:00 p.m.
QRCA Rockn’ Olympics
Hosts: Alison Murphy and Allison Jahnke, Murphy Marketing Research/TRENDTOWN, Thiensville, WI, and Mark Lovell, Lovell Group, Westmount, QC, Canada

Get ready to rock at the 2007 QRCA Rockn’ Olympics! Join us for a Night Flight to remember. As a preview to the 2010 Vancouver Olympics, we are hosting our very own games, with a qualitative twist: QUALYMPICS!

Teams of QRCs will compete for glory and laughter in some hair-raising events, such as:
- Ice-breaking (how to kick-start even the most comatose respondents)
- Projective tests you never dreamed possible
- Arm-wrestling with stubborn clients (without losing the contract!)
- Dominating the dominators (or the dominatrix, as the case may be)
- Ejection procedures (for the unruly, badly recruited and truly obnoxious respondents)

For each tool or technology, we will cover what it does, why you should care, purchase considerations and how much it generally costs. Where practical, we will provide a live demonstration of the technologies and include time for members “to show and tell” their favorite technology.
This is an educational session with a smile on its face. The arena is calling you to watch, applaud, catcall and, above all, to participate.

The Qualympics motto is: Bolder • Deeper • Wiser. To complete the evening, we are installing a Chocolate Fountain, guaranteed to rejuvenate and inspire. Go bold and deep into the Fountain, to emerge wiser!

Thursday, October 25, 2007
Plenary Session
9:00 a.m. – 10:30 a.m.

Be the Best: How Excellent Moderators Do It!
AQR@QRCA
Track: SPARK
Competency: 5

In the UK, the principal authority on the qualitative research industry is the Association for Qualitative Research (AQR). AQR and QRCA have developed an increasingly close relationship over recent years, typified by the three Worldwide Biennial Conferences on Qualitative Research (WBCQR), which the two organizations have run together as joint ventures. The next such WBCQR will be held in 2008.

At this session, selected AQR members will talk about the latest developments in the UK qualitative industry and in their specific areas of interest and expertise. Topics are: “Brand Essence: Reinventing Brand Communications” and “Neuroscience: Another Marketing Panacea or a New Way Forward?”

The speakers in this session will present their papers in a plenary session to all delegates together, with a Q&A section at the end. This session will also be a live Qcast for members of both organizations worldwide.

Thursday, October 25, 2007
Morning Workshops
11:00 a.m.-12:30 p.m.

You Want Me to Do WHAT?
What Happens When Purchasing Shows Up?
Presenter: John Gleason, A Better View Strategic Consulting LLC, Cincinnati, OH
Explore key factors and forces that shape today’s client/supplier relationships. This workshop will offer perspective and insight into strategic planning, client portfolio management, positioning your company and your services, influencing others, competition and more.

This session will also touch on one of the more controversial elements on the topic of business relationships: What happens when purchasing shows up? Do they or should they have a role in decision-making? Can you have “inspired” relationships if purchasing is involved?

This workshop is an open dialogue, and John will draw on the collective experience of the audience to share and learn together. Think about how you might answer the following questions:

- What does your client want? What does your client need? Why?
- Who makes the decisions (assignment, quality, performance, time/tenure, cost, etc.)?
- How is performance measured? How did you perform? How do they think you performed?
- Are you allowed to “push back” in your business relationships?
- What ROI (return on investment) do you offer in your business relationships?
- Are you an investment or an expense?
- How might others answer these questions, such as your clients or others within your company?

Blogs and Social Networking: Not Just for Teens and Geeks

Presenter: Ted Kendall, TripleScoop, Castle Rock, CO

Track: DISCOVER 🔐
Competency: 9

People out there are talking about stuff — stuff that your clients are interested in. The buzz is in the air, but more importantly, it is on the internet, like a massive, unmoderated focus group.

Join this session to learn about getting yourself a seat in the room, analyzing what you see and hear, and turning all this grassroots discussion into unique insights for your clients and into a revenue stream for yourself. We will share our experience in conducting “Web scans” (the technical term for sitting down in this digital focus group) for clients. We will answer questions around why to propose this, what to outsource and what to do yourself, how to find content online and how to conduct an analysis, and what to consider on whether to insert yourself into the discussions or merely lurk behind the mirror.

This session will include hands-on exercises in effective search practices — how to find the grassroots discussions — and applying qualitative research analysis skills to massive amounts of language-based data. We will also compare this to other qualitative methods to understand its place in the pantheon of qualitative research.

Hybrid Qual/Quant Methodologies for Positioning & Communications Research
Presenter: John Patterson, Patterson Langlois Consultants Inc., Greenfield Park, QC, Canada
Track: SPARK 🌟
Competency: 4

This presentation explores the penetrating possibilities of combining quantitative and qualitative methodologies with the same research participants.

We will discuss some of the pervasive questions of validity that should preoccupy anyone who deals with advertising or communication issues solely in
a focus group room: How can you know that what you hear really predicts how things will be received? How widely applicable is your insight? How do you really tell how effective, motivating or on-target this message is?

The session will also offer a perspective on — and alternatives to — some of the pervasive and insidious “traps” in qualitative research design. Topics will include:

- Fundamentals of “positioning” research and how it can make the QRC a leading contributor to advertising development
- Using notions such as “disposition” as a way to recruit, understand and target audiences
- Some of the perils, pitfalls and potential bonanzas involved in using real-time audience-response systems

This presentation will be highly interactive for the 50 people who show up early enough to get one of our Perception Analyzer audience-response devices. All will be able to observe the process from the perspectives of both participant and researcher. Specific tools and ways to integrate these approaches will be demonstrated using live data gathered from session attendees.

---

**Beyond the Clip and Quote:**
Reports that Spark Insights and Action

**Presenter:** Dona Vitale, RCN Corporation, Chicago, IL

**Track:** SPARK

**Competency:** 7

To help you most effectively report the results of your work to clients, this interactive session will demonstrate techniques that go beyond quotes and video clips, making your reports livelier, more interactive and more action-oriented.

- Learn about metaphor, maps, concept diagrams and other approaches to convey your insights in memorable new ways.
- Explore ways to capture and convey the excitement and enthusiasm of projective exercises.
- Learn to use new methods in an interactive session that will provide hands-on practice and an opportunity to share experiences and challenges.

We will also consider circumstances where the report is not a document — when an in-person debrief, an ideation session or a strategic planning workshop may be more appropriate to help the client use the results of your research. We will look at how to use video in reports and when clips, quotes, traditional narrative and
bullet points may still be best. You will leave this session with fresh ideas to maximize the value of your work by creating reports that put your insights into action.

Roger has found that successful creative thinkers adopt different types of thinking at different stages of the creative process. He recommends thinking like an Explorer, Artist, Judge and Warrior. The Explorer is your role for looking for new information. As an Artist, you play with the idea to create something new. As a Judge, you decide if the idea is worth implementing. And, as a Warrior, you carry your idea out into the world and make it happen.

The session will be fun, upbeat and interactive. Some of the main points include: “Look for the Second Right Answer,” “Change Your Question,” “Borrow from Other Industries,” “Shift Perspectives,” “Challenge the Rules,” “Solve the Right Problem,” “Ask a Fool,” “Be Dissatisfied” and “Get Rid of Excuses.”

Roger von Oech is an internationally recognized leader in stimulating creativity. His seminars have enriched the creativity of many millions around the world. He has worked with such organizations as AT&T, Apple, CBS, Coca-Cola, GE, Hewlett-Packard, Intel, MTV, Mattell, Microsoft, NASA, National Geographic, Nestle, PepsiCo, Procter & Gamble, SONY and the USA Olympic Swimming Team. Roger is the author of best-selling creativity classics such as *A Whack on the Side of the Head*, *A Kick in the Seat of the Pants* and *Expect the Unexpected*. 
Energize with Innovative Projectives!

Presenter: Holly O’Neill, Talking Business, Newport Beach, CA
Track: SPARK
Competency: 5

Most purchase decisions are made in the subconscious, so moderators need fresh tools and techniques to help respondents elicit their true opinions, stories, wants, needs and values. This mind-expanding session will share the how-to’s of fresh projective techniques that you can add to your tool kit to spark fresh insights and, thus, more effective research results.

- Learn successful tools and techniques to find out what really motivates consumers.
- Interactively explore new methods that more effectively elicit unparalleled insights about behavior, attitudes and positioning.
- Discover techniques for getting respondents to better share their emotions and brand associations.
- Take away powerful tools for understanding buyer motives to add to your moderator’s toolbox.

Introducing new projectives (such as “Colorforms” and “Iron Chef”), this intriguing, intermediate-level workshop is best suited for moderators who are already comfortable with an assortment of projective techniques, but who desire to bring new creativity to their focus groups with novel exercises.

Is Technophobia Holding Back Advances in the Analysis of Qualitative Data?

Track: SPARK
Competency: 6

CONTINUED
Online moderation and virtual viewing are examples of how some qualitative research consultants have embraced technology in their work. Software that aids the qualitative analysis process is still fairly new. This presentation challenges the lingering resistance to research software and demonstrates how adventurous consultants are discovering interesting outcomes.

We will begin with an overview of the types of software packages that are available to support analysis, as well as the kinds of tasks software can support. We will conduct a mix-and-match exercise between types of research design and which package would be most appropriate for each purpose.

The session will allow participants to work in small groups to discuss the design of their typical projects and current analysis practices. Each group will provide feedback, and the presenter will discuss which packages would best support each kind of project.

Case studies where qualitative research consultants have used QDA (Qualitative Data Analysis) software will also be discussed. In addition, QDA’s value as an archive for both the consultant and client will be illustrated.

**Discovering the Future: Using Qualitative Techniques to Forecast Long-Term Outcomes**

*Presenters: Christine Corner and Rachel Lewington, Genactics, London, England*

*Track: DISCOVER  ▲ Competency: 3*

We all know that qualitative research is a fantastic tool for providing clients with a rich depth of material and insight. It provides a context for respondents’ behavior and the perceptions and attitudes that drive them. However, how can you provide a depth of insight that would be relevant for 2020?

This workshop will share some of the approaches that the two moderators have used to help their clients succeed. These include: projective techniques, visualizing and generating future scenarios, war games, expert consensus, Delphi technique, information acceleration, scenario testing (simulating the future market, building virtual experiences), the multidimensional approach and bringing together new and established approaches in an innovative way. A case study will show how these techniques were used in the osteoporosis market for a pharmaceutical client.
You are awarded the contract, and the project is a go. Next you need to solicit bids from facilities in various markets, none of which you have used before. The quest is on: finding a facility that you can trust to handle your project on time, on budget and hassle-free, plus making you look like a hero to your clients.

A panel of QRCA members who are active moderators and facility owners will lead this QRCA Field Committee-sponsored event. Learn first-hand from their unique insights to ensure a strong QRC/field partnership.

Leave this session with:
- The 5 Cs – Communication, Compassion, Compromise, Conflict Avoidance and Conflict Resolution
- Top ten do’s and don’ts in building better relationships with facilities
- A detailed checklist for bidding, to avoid misunderstandings and unexpected costs
- Your own decoder chart for words and phrases with hidden meanings
- Hidden faux pas and tasks that impact cost and quality
- Ways to identify and deal with red flags in the QRC/facility relationship
- Insights from the back office (recruiting, billing, tallies, algorithms)
- Techniques for handling emergency situations and Acts of God

Friday, October 26, 2007
Morning Workshops
9:00 a.m. – 11:00 a.m.

How to Build Business and Have More Fun
Presenters: J. Robert Harris, CS, New York, NY; George Balch, Ph.D., Balch Associates, Oak Park, IL; and Maureen Quinn Olsen, M.Q. Olsen Research, Glen Ellyn, IL
Track: FUEL
Competency: 1

Many of us start out with a primary emphasis on moderating. In this session, the QRCA Professionalism Committee will show you how to build your business by increasing your expertise at consulting. This lively, informative, entertaining and interactive presentation will help you learn how doing more consulting will:
- Enhance your moderating and interviewing skills
- Make your research more effective and valuable
- Strengthen client relationships and stimulate repeat business
- Attract new clients
- Make doing research more fun and exciting

The session will feature a wealth of practical, ready-to-use information. With a dynamic mixture of presented material, audience feedback from veteran QRCs, case studies and breakout sessions, the presentation will cover topic areas that include:
- Specific benefits of adding more consulting to your repertoire
- Tips and examples toward becoming better at consulting
- Important differences between research consulting and content consulting
Program Preview CONTINUED

- The biggest mistakes QRCs make when dealing with a client and how to avoid them
- Ways to make your clients use you more often than your competitors

Transformative Archetypes
Presenter: Ava Lindberg, Sun Research, Westport, CT
Track: SPARK
Competency: 5
Discovering the exciting nature and multilevel use of major archetypes can be a compelling, even transformative, experience for the researcher and client team alike. Awareness of archetypes may reveal consumers’ most-resonating inner mythologies and connect the divergent parts of a study — behavior, attitudes, visual imagery, motivations, unmet needs, aspirations, lifestyles and brand perceptions — into one powerful, singular direction.

This workshop is intended for advanced group practitioners who frequently use creative projective techniques, as well as for ethnographers with several studies observing consumers in situ under their belts. The session will cover:
- What archetypes are, why they’re important and the diverse ways they can be discovered in ethnography and focus groups
- The key principles of Authentic Ethnography and the optimum projective exercises for archetypal discovery in-group
- The top 22 archetypes and their compelling characteristics relevant to branding, segmentation and creative development; discover which current brands, products, categories and campaigns fit into each pattern
- Experiences and learning from several intriguing case histories in which archetypal process played a significant role in the projects’ design, execution and analysis
- Interactive exercises, using archetypes to heighten the power of your research findings and to generate creative ideas, as well as identify your own personal archetype, explore what it means and apply it to your business development

Emerging Tech Tools
Presenter: Ron Riley, Channel M2, Evergreen, CO
Track: DISCOVER
Competency: 9
This workshop emphasizes a hands-on, how-to experience that is structured to complement Wednesday’s presentation, “Jump into High Gear.” Attendees will discover a user-friendly setting to observe and use new and emerging tech tools.

Content experts will host each of the following demonstration areas: multimedia interviewing table, online collaboration tools and online interviewing tools. The session will also feature:
- Discussion Guide Resources: easy-to-modify templates for projectives, sentence-completion exercises and personifications appropriate for products versus services
- Digital Analysis Support Tools — assess the viability of:
  - Voice recognition tools for real-time transcripts or creating drafts
  - Voice stress and facial analysis tools to estimate respondent veracity
  - Dual-camera web-streaming tools for remote client viewing from multiple angles and text display of respondent profiles
- Analytic uses for familiar tools to learn to create Word templates and then export to Excel for faster, more-thorough analysis of IDIs and easy organization of data sets
- Video clips branded with your logo for reporting
- Digital Tools: QRCA members and Best Buy’s Business Technology Professionals will provide training, technical advice and hands-on experience with a variety of devices

Consistent with QRCA norms of educational sessions, no mention will be made of third-party research brands.

**Up Close & Virtual**

*Presenters: Gretchen Gehrett, G2 Marketing LCC, Charlottesville, SC; Steve August, KDA Research, San Francisco, CA; Doug Bates, iTracks, Saskatoon, SK, Canada; and Jim Bryson, 20/20 Research Incorporated, Nashville, TN*

*Track: DISCOVER 🚀 Competency: 4 and 11*

This three-in-one session will include presentations on “Immersive Research” by Gretchen Gehrett and Steve August, “Web 2.0 and Online Qualitative Research: Clarity on a Cloudy Subject” by Doug Bates and “The ‘Second Life’ Phenomenon: Will Online Virtual Reality be the Next Frontier for Qualitative Research?” by Jim Bryson.

Immersive research, the newest form of online qualitative research, enables researchers to capture customer experiences as they unfold, wherever they happen. Also referred to as self-reported ethnography, immersive research offers the ability to sustain a level of intimacy, depth and immediacy in a way that was previously unattainable. To demonstrate the power of this technique, many QRCA members participated in an immersive research study about the lives of QRCs. In the session, you will learn about the immersive research technique as illustrated through the results of the study among QRCA members.

The term “Web 2.0” has become a popular business buzzword, and references to it cut across all industries. The market research industry is no exception. This session will:
- Provide a basic understanding and working knowledge of the Web 2.0 concept
- Show how individuals and online communities are using the internet within the Web 2.0 context

---

**Adacta spa**

marketing research & sensory analysis

requests for quotations to qr@adactainternational.com

Call Adacta Italy will answer.
Provide insight about existing and future qualitative research methodologies that fit within the Web 2.0 context
Tell where to look for more information about Web 2.0 and those developing innovative new ways to do online qualitative research
Second Life is the world’s leading online virtual-reality site, with over 6.5 million registered users and nearly 1 million logging on every month. The site may be virtual, but the people are real. This presentation will introduce you to the Second Life phenomenon, so you can literally “see” what the hubbub is all about. After an introduction to Second Life, other virtual reality sites and some “real” business experiences with virtual reality, we will discuss the impact on the qualitative research industry.

Friday, October 26, 2007
Afternoon Workshops
1:45 p.m. – 2:45 p.m.
Podcasting — An Exciting New Communication Medium

Presenter: David Van Nuys, Ph.D., e-Focus Groups, Rohnert Park, CA
Track: DISCOVER
Competency: 10
Podcasting is a revolutionary development that is transforming the media and communications landscape. Barely two years old, its growth has been nothing short of explosive. More and more of your clients know. Your young respondents are already there. You simply cannot afford to be unaware of what is going on in the podcasting world.
In this session, you will:
• Learn why podcasting is generating so much excitement and why it may be at the leading tip of a communications revolution
• Learn how to create a podcast that will enhance your visibility and expertise among existing and potential clients
• Learn how to subscribe to podcasts that contribute to your ongoing learning about developments in marketing, market research and topics relevant to your particular expertise or practice
• Be a source of expertise for clients who might be considering moving into the podcast space
• Potentially develop another career or subcareer with its own income stream
1:45 p.m. – 2:45 p.m.
Tapping into Human Emotion
Presenter: Andrea Chemaly, TNS Research Surveys, Houghton, South Africa
Track: CONNECT
Competency: 3
This session will discuss the role that qualitative research can play to provide the insights needed to engage the consumer, which is about measuring emotion. To do this sufficiently requires a theory, framework and measurement technique. This paper builds on Greek mythology, social scientists and psychologists to refine a framework based on fundamental human emotions.
The aim of this session will be to:
- Demonstrate how to tap into the emotive drivers of brand choice, using a model with a psychological underpinning rooted in archetypal theory
- Show that a QRC can provide a consistent and stable need-based solution that can stand the test of time and work across markets, cultures and categories
- Identify key drivers, need states and segments in the case study that is presented
- Enable qualitative researchers to provide marketers with the insights that lead to strategies that truly connect people to brands

1:45 p.m. – 2:45 p.m.
How Global is My Village?
Presenters: Corette Hof, Qual Online, Malmesbury, South Africa, and Ilka Kuhagen, IKM, Munich, Germany
Track: SPARK
Competency: 4
Online qualitative research creates new possibilities for international research. The main objective of our workshop is to illustrate and foster expansion of the use of online qualitative research, particularly outside North America.
To make the case why you should add online qualitative to your services in every corner of the world, we will present statistics and facts that illustrate the phenomenal growth of internet users in a wide variety of countries. We will also share our learning from the multicultural “Global Village” volunteer project, where we teamed up with a panel of QRCs (mostly fellow Virtual Chapter members) who
represent every continent of the globe. Each conducted a bulletin board in their home country with teenagers recruited according to the same screening criteria, discussing the same topic, and our presentation will include the findings from this case study.

The session will be of benefit if you want to learn what works universally, along with the unique needs and challenges of specific markets and cultures. The session will also be of interest to QRCs with a specific interest in the teen market.

1:45 p.m. – 2:45 p.m.
Location! Location! Location!
Presenter: Tracy Bowman, Parks Canada, Winnipeg, MB, Canada
Track: CONNECT
Competency: 3
Using a multitude of case studies conducted over the past several years, this session will discuss the pros and cons of conducting focus groups on-site versus in focus group facilities.

Several factors have steered Parks Canada to conduct focus groups in-situ, including the nature of the topics, the need to view the exhibits or visitor reception centers in person and the fact that most research participants have been less familiar with the focus group concept. Having research participants visit the actual site helps them understand, appreciate, feel and reflect on their full experience. However, pre-exposure to the exhibit displays and messaging during waiting periods for the focus group can affect responses. Also, participants may “over-analyze” the exhibits during the research process and provide a different response than if they visited the park or site on their own time.

You will develop a better understanding of the pros and cons of conducting on-site, in-situ focus groups, as well as gain insight to appropriate uses, themes, participant group types, locations and situations of this qualitative research method. Further, Tracy will show how the many research case studies and methods used can be transferable to other organizations and topics.

3:00 p.m. – 4:30 p.m.
Wired for Success
Presenter: Susan Saurage-Altenloh, Saurage Research, Houston, TX
Track: FUEL
Competency: 10
Contracts, negotiations, late payments, marketing — these
are not the reasons you got into this business. But there they are, confronting you every day, consuming your time and the tattered remains of your sanity. It is time to turn that sharp, analytical acumen inward and methodologically tackle the dirty business of business management.

In this industrial-strength session, Susan will show you how to marginalize all that operational tedium and get back to doing what you do best — running a successful business. She will discuss money-management matters (budgets, AP/AR and timing), project documentation and scheduling, and how to keep clients on track, on time and on topic. She will talk about relationships — communications conducive to long-term collaborations and NDAs that are fair, firm and easy to accept. She will also discuss marketing: defining, targeting and understanding your client; identifying the most profitable segment of your business; and understanding marketing as a long-term strategy and not just a cool, new business card.

3:00 p.m. – 4:30 p.m.
Re-Energize: Travel and Age in Health, and Avoid the Disease of Affluence
Presenter: Casey Sweet and Dominick Sweet-Valenti, Quest Qualitative Research, Jersey City, NJ
Track: FUEL
Competency: 8
This presentation and interactive discussion will focus on lifestyle choices and changes for long-term health and what it takes to support those changes. It will specifically address eating and nutritional strategies, including:
• Fueling a healthy body and how processed food and large amounts of cheap fat, salt and sugar slowly kill...
- Understanding calorie density and maximizing satiety with minimal calories, plus the beneficial “cleaning” effect of fiber
- Knowing what is really important to read on a label (and knowing what not to believe on the front of a package)
- Exploring the idea of “food cures” for certain health issues
- Learning to eat out and on the road safely
- Bone-building strategies to minimize the risk of osteoporosis
- Lifestyle changes to reduce the risk of diseases of affluence

Expect to leave with new knowledge of health and lifestyle choices, an understanding of changes that provide the greatest impact, some shock at what is in store without changes, and inspiration to create a healthy lifestyle that can endure through your career and beyond.

3:00 p.m. – 4:30 p.m.
Improv & Energize Your Qual Interactions
Presenter: Kirk Bridgman, PS: Research!, Palm Springs, CA
Track: DISCOVER
Competency: 5

The communication skills necessary for success as either an improvisational actor or as a qualitative research consultant are strikingly similar. By effectively using the six basic skills of improvisational theater — building trust, encouraging spontaneity, accepting offers, heightening listening and awareness, telling stories and playing with non-verbal communication — we can enhance the quality of our interactions and the effectiveness of our research, thereby increasing bottom-line value to our clients.

Rather than being just an abbreviated improvisation workshop, this presentation
will describe the guiding principles behind each of the basic improv skills, demonstrate by example how QRCs can build on these interactive skills and offer some suggested applications that can be used by QRCs, following the Three #1 Rules of Improvisation:

- Say the first thing that comes into your head.
- Say YES... to all of your partner’s offers.
- Make your partner look good.

3:00 p.m. – 4:30 p.m.
Hybrid (Qual) Designs — Thinking Outside the Box
Presenter: Kristin Schwitzer, Beacon Research, Severna Park, MD
Track: SPARK ⚫
Competency: 3
This session is intended for QRCs who have already mastered designing and moderating in multiple modalities and now would like to stretch their thinking on how different qualitative approaches can be blended on the same research study to get even richer learning. This is complementary to John Patterson’s presentation on hybrid quali-quant design.
This 90-minute session will include three parts:
1. Case studies of hybrid qualitative designs that combine the same research objective and sample with multiple qualitative research methodologies (e.g., online discussion panels, onsite visits, photo-journal diaries, blogs, web/phone interviews or groups and in-person focus groups)
2. Hands-on small group activity to create hybrid designs for hypothetical projects
3. How to sell in “more than just in-person focus groups”
Let’s suppose you’re discussing an issue with some people and trying to make a decision. But the longer you go on, the more you notice something odd happening in the group dynamic: everyone is thinking and saying pretty much the same things. This can be a problem. How to solve it? Why not do what Renaissance kings did to stimulate their imaginations and improve their judgment:

Consult a Fool
What did the fool do? Simply stated, it was the fool’s job to “whack” the king’s thinking out of habitual thought patterns. The king’s advisers were often “yes-men” who told him exactly what he wanted to hear. The king realized that this was not a good way to make decisions. Therefore, he gave the fool a license to parody any proposal under discussion and to shatter the prevailing mindset. The fool’s candid jokes and offbeat observations put the issue in a fresh light and forced the king to reexamine his assumptions. By listening to the fool, the king improved his judgment, enhanced his creativity and protected himself from “group think.”

What if you don’t have a fool handy? Why not be the fool yourself! All you have to do is apply a few of the following “fool strategies,” and you’re in business.

The fool will reverse our standard assumptions. He will say, “If a man is sitting on a horse facing the rear, why do we assume that it is the man who is backwards, and not the horse?”

The fool notices things that other people overlook. He might ask, “Why do people who pour cream into their coffee do so after the coffee is already in the cup, rather than pouring the cream in first and saving themselves the trouble of stirring?”

The fool can also be irreverent. He will pose riddles such as, “What does a rich man put in his pocket that...
the poor man throws away?” When he answers, “Snot,” he forces us to re-examine the sanctity of our everyday rituals.

The fool can be cryptic. He will say that the best way to see something is with your ears. Initially, this may seem weird, but after you’ve thought about it, you might agree that listening to a story conjures up more images than watching television.

The fool can be absurd. Having lost his donkey, a fool got down on his knees and began thanking God. A passerby saw him and asked, “Your donkey is missing; why are you thanking God?” The fool replied, “I am thanking Him for seeing to it that I wasn’t riding him at the time. Otherwise, I would be missing as well.”

The fool will take the contrary position in most conversations. Whereas many people would agree that, “If a thing is worth doing, it is worth doing well,” the fool might say, “You don’t have to do things well! Indeed, it is okay to do them poorly; otherwise you will never let yourself be a beginner at a new activity.”

The great benefit of the fool’s antics and observations is that they stimulate our thinking. They jolt us in the same way that a splash of cold water awakens us when we are drowsy. As a result, we generate more ideas and make better decisions.

The next time you are involved in a discussion in which everyone is thinking the same way, try thinking like a fool. People will thank you for jarring them out of their “group-think” mentality. They might even offer to buy you lunch!

QRCA Special: 10% off facility booking across Canada when we recruit for your focus groups or interviews
(Offer valid on both consumer and healthcare projects until December 31, 2007)

With a database of over 150,000 Canadian patients, consumers, physicians and healthcare professionals, we can help you target hard-to-reach respondents ranging from ulcerative colitis patients and cancer sufferers to pharmacists, dentists, nurses, and business professionals. Healthcare sample in the US is also available.

- Consumer Research Centre's facility in Vancouver is the largest in Western Canada, and is the only one to offer web streaming services with both Focus Vision and Acteo Group.
- PharmaField Research is a wholly owned subsidiary of Consumer Research Centre. PharmaField is proud to be one of Canada's leading pharmaceutical field service providers, specializing in qualitative and online quantitative medical market research.
- PharmaField Research has a dedicated staff with special medical expertise, whose focus is on conducting healthcare research with physicians, nurses, patients and other healthcare providers across Canada and the US. PharmaField moderators have also conducted research in the UK and as far afield as Mexico City.

Contact us today to discover our competitive pricing for recruiting and online sample, or to discuss our QRCA Special Offer. Please mention the QRCA Special Offer when you place your booking.

recruiting - online sample - moderating - report writing - focus group facilities

Contact info:
1398 West 7th Avenue, Vancouver, British Columbia V6H 3W5 Canada
Toll Free: 1.866.455.9311 Tel: 604.714.5900 Fax: 604.714.5901

CONSUMER RESEARCH

www.pharmafieldresearch.com www.consumerresearch.ca
Bernett Research

Boston's Newest Facility is right on the Waterfront.

Ask about our complimentary Water Taxi service from Logan Airport right to our building!

- Boston Seaport location
- Four modular suites: board room, living room, auditorium, mock jury
- Large 30' x 24' room
- One exit (two miles) from Logan Airport
- Centrally located to major highways
- Front door valet parking
- Airport water taxi
- Hotel, health club and spa on premises
- Great restaurants and hotels nearby
- Plenty of underground parking
- Digital everything...DVD, CD
- Large flat panel televisions

617-746-2600  focus@bernett.com

BENNETT RESEARCH SERVICES  •  WORLD TRADE CENTER EAST  •  TWO SEAPORT LANE  •  BOSTON, MA 02210
energize!, the 2007 Annual QRCA Conference, will take place in Vancouver, British Columbia, on October 24–26. If you are planning to attend, then you will also visit what happens to be a breathtakingly beautiful city at the convergence of mountains and ocean, as well as the 2010 site of the Olympic and Paralympic Winter Games.

As always, there will be plenty of events to take advantage of throughout the conference, with chances to mix with colleagues and make new friends. If you plan to tack on a couple of days before or after, though, here are a few opportunities to do so, all within an hour or two of Vancouver proper. In case you have not yet considered spending extra time in and around Vancouver, these ideas may be just enough to entice you to get the full flavor of the city and its magnificent surroundings.

Historic Sites for History Buffs and Museum Hounds

The Burnaby Village Museum, comprised of buildings from the turn of the 20th century, is an outdoor museum on ten acres of land. Located in Burnaby, BC (about twenty minutes from Vancouver), this museum provides a slice-of-life look into life from around the 1880s through the early 1920s.

One of the highlights of the Burnaby Village Museum is its very old carousel, known affectionately as the Parker #119 (being the 119th such ride built by the company). Built in 1912 by the C.W. Parker Company (a manufacturer of amusement-park rides), this carousel continues to operate, with its 41 horses and Wurlitzer band organ. Through several coordinated efforts by Burnaby citizens to restore and rebuild the carousel, it was purchased in 1990 for $350,000 and is now housed in a pavilion at the Burnaby Village Museum. Each horse, sponsored by a donor, has a name. The museum is located at 6501 Deer Lake Avenue in Burnaby. For 24-hour information, call 604.293.6501. (http://www.burnaby.ca/cityhall/departments/departments_parks/prksrc_fclts/prksrc_fclts_brnbyv.html)

If you go to Whistler (see below), you may find it interesting to pay a visit to the British Columbia Museum of Mining. This museum is
near Britannia Beach, about 30 kilometers north of Vancouver. This former (early to mid-20th century) copper mine is now a national historic site and landmark. You can take tours and see lots of historical artifacts on display. The British Columbia Museum of Mining is located on Highway 99, also known as the Sea to Sky Highway. (http://www.bcmuseumofmining.org) [Make sure to call ahead (1-800-896-4044, ext. 226) to be sure they are open, since they close for the year around late October.]

A not-to-be-missed historic site is Vancouver’s first neighborhood: Gastown. (OK, so this doesn’t technically fit the definition of a “side trip,” since it is actually in Vancouver, but you have to admit, it is pretty cool.) Named after “Gassy” Jack Deighton, Gastown was incorporated as the City of Vancouver in 1886. Rebuilt after a fire in the same year, it eventually became a place to drink during Prohibition, and then it faded away until about 30 years later, when the district reveled in the counter-culture of the 1960s. There were even riots (known as the “Gastown Riots”) in 1971 after a marijuana “smoke in.” Also in 1971, Gastown officially became a historical district. Now Gastown is an area filled with restaurants, coffee shops and galleries, and the community hosts the annual Vancouver International Jazz Festival, in mid-summer. Gastown is located near the downtown business district and hotels, near Canada Place (a trade and convention center/cruise ship terminal) and the Sun Yat Sen Gardens in Vancouver’s Chinatown. (http://www.gastown.org)

The Parade of the Lost Souls

Every year (except for 2005), Vancouver’s Grandview Park and an organization called the Public Dreams Society host a celebration on the last Saturday before Halloween. This year, that Saturday is, conveniently, October 27, just after the QRCA conference. Known as a “celebration of the cycle of life,” this yearly parade is held from 6:00 p.m. to 10:00 p.m., and it boasts an eerie experience of lights, drums, dance and creative costumes. Even if you’re not a Lost Soul, it might get you in the mood for Halloween. (http://www.publicdreams.org/event_details.html?day=27&month=10&year=2007)
Activity Sites for Fitness Fans and “Outdoorsy” Folks

Whistler is a famous village in British Columbia, known mostly for its alpine ski slopes. It has a lot to offer during the less wintry months, too, and it will soon be internationally known as the host resort of the Vancouver 2010 Winter Olympics. Whistler is situated in a valley between the Whistler and Blackcomb Mountains, presenting a stunning convergence of land, water, foliage and sky.

While there, if you want to participate in an active day (especially if you stay overnight), opportunities include golfing, mountain biking, hiking, horseback riding, rock climbing, paragliding, canoeing and kayaking. If you prefer a less strenuous but equally heart-thumping experience, spend the day milling around the village’s shops, streets and parks, such as Garibaldi Provincial Park, a wilderness park near Whistler. Whistler is located on Highway 99, 75 miles (120 km) north of Vancouver. Access to Whistler is by car, limousine, van, scheduled bus or train. (http://www.whistler.ca)

Considering that May through October is the best time for whale watching, this may be a great time to take a trip to Steveston Village, a fishing village where excursions travel down the Fraser River Delta and other waters to catch a glimpse of one of the great sights. As a bonus during your excursion, you may also see other forms of marine life, such as sea lions, porpoises and seals. The excursion takes several hours, and the trip to Steveston Village is about 40 minutes from downtown Vancouver, along Highway 99. (http://www.steveston.bc.ca)

Peaceful Sites for Serenity Seekers

Another short day trip outside of Vancouver, Bowen Island is only a 20-minute ride by ferry from West Vancouver (specifically, Horseshoe Bay) or an hour from downtown Vancouver. Its island atmosphere and 37 kilometers of coastline provide a relaxed, peaceful getaway. Bowen Island has about 3,500 permanent residents. Pubs, picnic grounds and shops are near the ferry dock, and you can also pick up a guidebook there. (FYI to those outdoorsy types: overnight camping is not permitted on the island, so if you intend to spend the night, find one of the local accommodations.)

While you can participate in activities like kayaking, bird-watching and biking, you can also simply walk around the island. There is one particularly meditative walk through the labyrinth at Xenia Centre (http://www.xeniacentre.com), a 38-acre sanctuary on Bowen Island. To get to Bowen Island from Horseshoe Bay, take the ferry to Snug Cove. By car, follow Government Road to Grafton Road, then to Mt. Gardner Road. (http://www.bowenisland.org)

To see beautiful Japanese gardens, you don’t have to go to Japan. When you are in Vancouver for the 2007 QRCA Conference, you need only go to the Nitobe Memorial Garden, located at the University of British Columbia, just outside the city of Vancouver. The garden is named after Dr. Inazo Nitobe, a scholar who was educated at Japanese and American schools of higher learning and who devoted his life to developing a bridge between Japan and the United States.

Replete with exquisitely maintained shrubbery, waterfalls, flowers and trees, the garden is described as “one of the most authentic Japanese Tea and Stroll Gardens in North America and among the top five Japanese gardens outside of Japan.” Nitobe Memorial Garden is located at 1895 Lower Mall on the University of British Columbia Point Grey Campus, near the Museum of Anthropology. Note that between October 15, 2007 and mid-March 2008, the Garden will be open on non-holiday weekdays from 10 a.m. to 2:30 p.m. Admission is by donation. (http://www.nitobe.org)
INSIGHT into YOUR CONSUMER... DISCOVER TRUTH

For more than 50 years, Adler-Weiner has worked closely with thousands of companies to discover the truth that lies behind their consumers.

Whether you want to observe focus groups online from the comfort of your office with our FocusVision™ capabilities, or experience professional service at Adler-Weiner’s state-of-the-art facilities located in Chicago, Los Angeles and Orange County, you’ll get the insight you can TRUST.

Here’s what you can expect at Adler-Weiner’s Qualitative Facilities:

- Modern and spacious conference rooms and private offices.
- Bi-level viewing rooms.
- FocusVision™ video conferencing and video streaming.
- Customized “usability labs” and state-of-the-art technology capabilities.
- DSL lines and wireless internet access.
- Diverse focus groups covering every demographic.
- Foreign language translation system.

www.awres.com
Member of the American Marketing Association & Merkley Research Association
MMR
MILWAUKEE MARKET RESEARCH, INC.

Milwaukee’s Premier Focus Group Facility
"Top Rated" - Impulse Survey

• Unrivaled standards of integrity and quality in recruiting
• Four-room suites designed for your comfort and privacy
• Centrally located, great for recruiting from entire metro area and convenient for clients
• Exceptional service and catering

Our Clients Say:
“MMR’s recruiting has always been stellar and MMR’s integrity is truly beyond reproach.”
“MMR is the only facility I want to use in Milwaukee.”
“All the over and above work you did made our experience at MMR excellent.”

www.mmfocus.com
contact info@mmrfocus.com
414-475-4656
For many years, as a market researcher, I have blindly followed the traditional style of presenting results to clients using PowerPoint. My slides typically had the presentation’s salient points offset with bullet points. I am sure that you have seen this type of presentation.

I had an “ah ha” moment when I was sitting in the Los Angeles Convention Center for a day of presentations on the launch day of Microsoft Vista and Office 2007. I did not see a single bullet point all day! Similarly, Steve Jobs, in his presentation introducing the new iPhone at MAC World, weaved an impressive story with few bullet points. I realized that great presentations have evolved and that I was sadly stuck in the bullet-point dark ages.

To discover how to change my outdated style, my search began, and I came across several books on PowerPoint presentations, including Cliff Atkinson’s Beyond Bullet Points. Atkinson’s book offers a system similar to the Microsoft and Apple presentations.

Atkinson acknowledges that, far too often, presenters just read a list of bullet points, rather than tell the story behind them. In doing so, the presenter loses the essence of the message by overwhelming the audience with boring bulleted points. Beyond Bullet Points shows you a system to develop your presentations so that your audience is focused on your story, not on a list of bulleted points on screen.

To make his point, Atkinson uses the story of a new employee at a fictitious company, Contoso Pharmaceuticals. The employee must present the new marketing campaign to the board of directors with the following directive: “They don’t want to see any ‘boring’ bullet points at next week’s meeting... but they want the visuals to be focused, clear and engaging.” Atkinson uses this example as the basis for teaching the reader how to create a presentation beyond bullet points that will engage the audience.

Atkinson has found that people retain far more information when you tell them a story, rather than merely showing the highlights on the screen. The basis of his theory is taken from the style used in Hollywood and, even further back, to Aristotle’s Poetics and Rhetoric, the art of telling a story in a three-act play. Atkinson backs up his theory with Richard E. Mayer’s research related to the cognitive theory of multimedia learning. Mayer is an educational psychologist and a professor of psychology at the University of California, Santa Barbara. Mayer’s research finds that audiences are far more participative in the process of learning, as opposed to prior theories that the minds of the audience members are vessels to be filled with knowledge.
It is hard work creating presentations in this storytelling style, rather than filling slides with bullets that demand less thought and less creativity. Atkinson’s method demands that the presenter thinks through the three acts of the presentation.

In Act I, you set up your story with five scenes: the setting (where you start everyone in your audience off on the same page), the protagonist (your audience — the decision-makers), the imbalance (the reason why your audience is there — the inciting incident that sets your story in motion), the balance (what will happen to sort out the imbalance), and the solution (what you are recommending as a solution to the previous two scenes). Act I is about appealing to emotion.

In Act II, you appeal to reason. Here, you develop the action and boil it down to three main points, then expand each of those points to three more points, and then again each of those points to three more points. How in-depth you will go depends on the length of your presentation. Atkinson shows you a very clear way to assemble presentations of 5 minutes, 15 minutes or 45 minutes.

In Act III, you frame the resolution in four scenes: the crisis (where you restate the imbalance and balance scenes from Act I), the solution (here you restate your recommended solution), the climax (where you provide a strong conclusion to your presentation), and the resolution (where you discuss with your audience acceptance of your recommended solution).

Atkinson currently teaches his presentation methodology to Fortune 500 companies and leading lawyers. He has been in the news since 2005 when he was brought in to consult with W. Mark Lanier, one of the trial lawyers against Merck in the first Vioxx trial. Lanier’s presentation was dubbed “CSI: PowerPoint,” Fortune described it as “frighteningly powerful.” The power of Lanier’s presentation won the plaintiff’s family $253 million. In the next trial, Lanier brought back Atkinson and dubbed this presentation “Desperate Executives.” He won the plaintiff’s family $13.5 million (both awards were appealed). Lanier credits Atkinson’s work with engaging the jury to remember the points he made. It’s all in the presentation.

In “slide sorter” view, most presentations do not tell a story. The slides are merely category headings for what a presenter wants to talk about, giving no indication of what will be said. Atkinson believes that the audience should be able to understand the presenter’s message by reading the slides in PowerPoint’s slide sorter view.

Atkinson’s PowerPoint style is essentially one of presenting each slide with a headline that makes the point, accompanied by a visual that supports that point. You will now have to bring new skills to assembling your presentations. Not only must you become a masterful storyteller, but also you must build resources for visual images to support the points you make (or hire a graphic designer to help you create a powerful visual impression). Atkinson recommends sources for buying images inexpensively (he is not talking about clip art).

Atkinson believes that most of the work on a presentation should be done in the rarely used “notes page” view. The notes page for each slide, where you write what you are going to say with each slide, should be written in full sentences. Any branding you want to do with your logo is done on these notes pages, not on the slides presented on screen. If your audience desires handouts so they can make notes while you are speaking, they should be given a separate handout for each slide title, with room on each handout to take notes. Handouts from the notes page view, in its entirety, should be given to the audience after the presentation.

As researchers, we are the ones who listen to other people’s stories. We need to become proficient at crafting those stories to present what we have learned in our research. When you think about some of the media presentations we see every day (or even test for our clients), whether it is a news story, an advertisement or even a TV show, how many include bullet points? This book gives you a method for telling those stories that will engage audiences, and it could cause your presentations to generate a response (rather than reside on corporate servers as a project’s final statement, never to be acted upon again).

Atkinson makes recommendations for further reading for those readers who are interested in the many issues he discusses, including scriptwriting, storyboarding, applied media and design ideas to improve the overall look of your presentation. His top recommendation is Moving Mountains: Or the Art and Craft of Letting Others See Things Your Way by H. M. Boettinger. It is an out-of-print book (published 1989), although you can find used copies on Amazon. For many presenters, it is the bible for speaking and making presentations.
My search is over. If you, like me, decide that you need to get your presentations beyond bullet points and would like to learn more about the storytelling style that Atkinson recommends, check out the web community of BBP (Beyond Bullet Points) on www.sociablemedia.com. The book discussion page link at the bottom of the page takes you to dozens of people discussing their presentations and getting advice from Atkinson. The website also has many other useful resources to help you in your goal towards presenting Beyond Bullet Points.

An updated version of Beyond Bullet Points is expected later in 2007. Check the Sociable Media website for more information about the expected release date.

The book is full of humorous networking stories, relationship tips, networking pointers and exercises to hone skills or put the reader into a resourceful frame of mind. While talking about how nametags can make people feel comfortable and are easiest to read when they are placed on one’s upper right chest, Steven Smolinsky tells of meeting one woman who wore her nametag on her belt. You can almost hear him wince as he says that the tag was “just to the right of where her pants buttoned at the center of her waist. I won’t even speculate about what message she was trying to send.”

This book, based on the premise that people have their own unique personalities and styles, demonstrates how networking is most effective when people build from their unique strengths. Rather than giving prescriptive advice, the authors share ideas to try. The authors remind shy readers, who tend to sit back and watch what is going on, that their behavior is reflective of their skill in developing long relationships. What to do then, if the behavior also includes waiting to be approached rather than initiating introductions? One of the many suggestions that the authors make is to start by reframing oneself. Restate self-descriptions of “shy, boring or quiet” to “reserved, intriguing and knowledgeable” and practice being intriguing.

If you are looking for help on how to keep track of your business cards, to remember to follow up and to keep your marketing efforts alive during busy periods, this is not the book for you. If you are looking for ways to increase your confidence, networking expertise and openness to serendipity, then this is a useful book.

Keenan’s expertise in market research shows in the exercises. Many of them are geared to building rapport and calibration skills — skills that many qualitative researchers use when moderating and that can increase a networker’s effectiveness in developing business relationships. Part of this book’s charm is how it naturally builds on qualitative skills like listening, paying attention and being interested. By applying the same skills used in the stories, you can build relationships that result in referrals, new business and friendship. In one story, Kay talks about joining a women’s business group for fellowship,
eventually serving as vice president and then president. From the friendships she developed and the respect she earned from volunteering, she generated consulting projects and ultimately a new job.

With chapters ranging from two to five pages, the book is perfect for those who carve out reading time in five-minute increments or like to skip directly to topics of interest. The chapters are organized around subjects such as how to prepare for a networking event and whether to golf... or not! A chapter entitled “Too Many Places to Go, Too Little Time” shares a list of 10 reasons not to go to an event and then gives the reader permission to add to that list. For harried researchers who want to make their networking time count, this is a chapter not to miss.

In the chapter on closing a business deal, the authors say, “We think relationships are an ongoing series of mutually beneficial small closes.” They go on to say that all conversations are a dance where each small close leads to a next step. Since many conversations in life involve negotiation, the authors stress the importance of calibrating what goes on during a business discussion, as one does when one is dancing with a partner.

Each chapter is like finding another dance step, a way to deepen your understanding of the people in your life. This book on networking lacks a systematic how-to structure. Instead, its anecdotal stories and suggestions work from the inside out, reminding readers of the strengths they already have and gently nudging them to listen, pay attention and enjoy the conversational dance. *Conversation on Networking* is at once informative, entertaining and intimate — just like a good conversation.

The authors of *Conversation on Networking* spoke at the Boston QRCA meeting in March. What a difference that one meeting has made for me — not just in the richness of my networking experiences, but also in my focus groups. When meeting someone, Kay Keenan recommended that you “look them in the eye long enough to learn their eye color.” I did that as my respondents filed into the room and the depth of rapport that followed was palpable even to those in the backroom.
QRCA Annual Conference

October 24 – 26, 2007
The Westin Bayshore
Vancouver, British Columbia

The theme for the 2007 Annual Conference is Energize! Our goal is to make sure that all attendees leave the conference with a passion for our profession, bursting with enthusiasm to start the next project, and full of new ideas on how to approach projects, clients and life. Registration is now available online at www.QRCA.org. But hurry! The earlybird deadline is September 14, 2007!

Visit www.QRCA.org for conference details, schedule and hotel information, and to register for this can’t-miss event!
Call for Authors: Publishing Opportunities

Editorial content for QRCA VIEWS is managed by an editorial team that includes the editor-in-chief, managing editors, copy editor, contributing editor, and the features editors for each of VIEWS’ regular columns such as Qualitative Toolbox and Tech Talk.

VIEWS’ editors welcome QRCA members and members of the marketing research community to submit article ideas or manuscripts for consideration.

We review each manuscript on an individual basis to ensure that the article conforms to VIEWS’ mission and goals, as well as to the topic mix needed for each issue. Occasionally, we may save a manuscript to use in a future issue. We reserve the right to edit any manuscript or to change the title.

Submissions should be objectively written and supported by case-study examples. Self-serving articles or those that promote a moderator’s or a research company’s expertise will not be published in VIEWS.

Please remember that it takes a good deal of time for our editors to read through all the submissions. We will let you know as quickly as possible whether or not your article has been accepted for publication in QRCA VIEWS.

Submitting a Manuscript
Please send articles via email as an attached Word file to the attention of David Van Nuys, at david@e-focusgroups.com.

- The preferred article length is 1,500–2,500 words.
- To make sure that your manuscript can be easily identified and retrieved once it has been downloaded in our “Article Submissions Folder,” your Word document/file attachments should be labeled as follows:

  Brief title.Last name of author.doc

- Please be sure to tag each page of your manuscript with a left header that identifies the article title and author’s last name and a right header with the page number.
- In addition to the title of the article, the front page of your manuscript should include the author’s full name, full company name and address, phone number and email address.
- Please use only simple formats in your Word documents. Avoid using unusual indentations or tabulations as well as outline-style paragraphs with subsets, boxes or other page graphics. When the editing process has been completed, VIEWS’ graphic designers will format your manuscript so that it will be attractive and easy to read.
- Include your full name, company name and mailing address at the bottom of your manuscript. If your article is published, in appreciation of your contribution, we will send you three complimentary copies via U.S. mail.

FAQs about Article Submissions

Will I see my article before it is published in QRCA VIEWS? Not always, as our tight publication schedule may not allow for author review of edited manuscripts.

Will I be paid for the time and effort I put into writing the article? Like most professional association publications, VIEWS does not pay contributors. However, since the magazine is distributed broadly in the research community, you will gain a good deal of visibility as a result of being published in VIEWS.

Can I submit an outline for consideration before I submit the completed article? Yes, you may submit a 50–100 word description of your story idea to the appropriate features editor.

My article was published in another journal or magazine. Can I send it to VIEWS? We do not have the resources to deal with the complicated copyright issues raised by articles that were published elsewhere. An article is considered “previously published” if it was published before in another print or online trade journal, magazine or newspaper. However, if you have substantially rewritten the article before submitting it to VIEWS, we will consider it. Should this be the case with a manuscript that you are submitting to VIEWS, please inform us. Along with the rewritten manuscript, please enclose a copy of the article as it was first published.

Writing Style Guidelines

- Write in the present tense and use the active voice as much as possible. Avoid the use of contractions, i.e., don’t, wouldn’t, can’t, etc.
- Footnotes, endnotes or lists of references are not necessary in a trade magazine such as VIEWS.
- Make liberal use of topic subheads to help readers scan your article and follow your main points easily.
- Please direct your queries and/or submit your manuscript to Editor-in-Chief David Van Nuys, at david@e-focusgroups.com.

Electronic Article Reprints

Authors who publish in VIEWS can request a free PDF file of their article, as it appeared in the magazine, by contacting Nicki Machler, QRCA Technology Manager, at nickim@ewald.com. For a PDF file of the article with advertising removed, a company logo added and text reflowed, authors should contact Susie Barber, at Leading Edge Communications, at susie@leadingedgecommunications.com. The fee for the modified-article PDF is $35.

We look forward to working with you!
Index of Advertisers

123 Transcriptions/Compudex ........................................... 71
123transcriptions.com
About Orlando Market Research ........................................... 79
www.aboutorlandomarketresearch.com
Access Metro New York ..................................................... 84
www.access-metro.com
Accudata Market Research .................................................. 76
www.accudata.net
Accurate Data Marketing, Inc. ............................................. 98
www.activegroup.net
ActiveGroup .................................................................. 50, 51
www.activegroup.net
Adacta S.N.C. ................................................................. 85
www.adactainternational.com
Adler-Weiner Research Company .......................................... 100
www.awes.com
Advanced Focus ............................................................. 21
www.advancedfocus.com
Aim Research .................................................................. 93
Atkins Research Group ...................................................... 108
www.atkinsresearchinc.com
Baltimore Research Agency .................................................. 5
www.baltimoreresearch.com
Bennett Research Services .................................................. 95
www.bennett.com
Boulder Focus Center .......................................................... 77
www.boulderfocuscenter.com
C&M Research Services ..................................................... 86
www.cmeresearchservices.com
Campos Market Research, Inc. ............................................ 61
www.campos.com
Carmen Degdio ............................................................... 48
www.cdqual.com
Chamberlain Research Consultants ........................................ 82
www.chamberlainresearch.com
Clearview Research, Inc. ..................................................... 55
www.clearviewresearch.com
Cobbly & Associates Marketing Research ............................... 90
www.cobbly.com
Connecticut Connection ...................................................... 105
www.ctconnection.com
Consumer Opinion Services, Inc. ......................................... 13
www.cosvc.com
Contemporary Research Centre ........................................... 68
Creative Consumer Research .............................................. 23
www.cctresearch.com
DecisionPoint Marketing and Research, Inc. ......................... 90
www.decisionpointconsulting.com
Delve ........................................................................... 58
www.delve.com
Ebony Marketing Research .................................................. 57
www.ebonymkp.com
Field & Focus .................................................................. 98
www.fieldn-focus.com
Fieldwork ....................................................................... 11
www.fieldwork.com
Filmed Research Group ....................................................... 38
www.filmedresearch.com
First Choice Facilities .......................................................... 41
www.firstchoicefacilities.net
Fleischman Field Research, Inc. ........................................... 87
www.ffrf.com
Focus Forward .............................................................. 74
www.focuswd.com
Focus Groups of Cleveland Survey Center ......................... 91
www.idirectdata.com
Focus Market Research - Minneapolis & Phoenix .................... 3
www.focusmarketresearch.com
Focus Solutions Alliance ...................................................... 31
www.focuscope.com
Focuscope, Inc. .................................................................. 31
www.focuscope.com
FocusVision Worldwide, Inc. ............................................. 40
www.focusvision.com
Fox Research, Inc. ........................................................... 40
www.firesearchinc.com

Greenberg Studios .......................................................... 83
www.greenbergstudios.com
Group Dynamics in Focus, Inc. ............................................ 80
www.groupdynamics.com
GroupNet ........................................................................ 70, 71
www.groupnet.com
Heron Associates, Inc. ....................................................... 63
www.heron-research.com
House Market Research ...................................................... 59
www.housemarketresearch.com
InterClipper ................................................................. 27
www.interclipper.com
Jackson Associates Research, Inc. ...................................... 65
www.jacksonassociates.com
Jay Martin ................................................................. 81
www.jmartinresearch.com
John Stoiber Market Research ............................................ 71
www.johnstoibermarketresearch.com
J. Reckner Associates, Inc. ................................................ 46
www.reckner.com
L&E Research .................................................................. 13
www.leresearch.com
Mature Marketing & Research, LLC ..................................... 105
www.maturemarketing.com
MBC Research ............................................................... 81
www.mbcresearch.com
Meadowlands Consumer Center, Inc. ................................. 77
www.meadowcc.com
Milwaukee Market Research, Inc. ....................................... 101
www.mmfocus.com
Morse International, Inc. .................................................... 88
www.morsepace.com
MRT Services, Inc. ........................................................... 93
www.mrtservices.com
Murray Hill Center ............................................................. 92
www.murrayhillcenter.com
National Data Research, Inc. .............................................. 28
www.national-data.net
National Field & Focus ...................................................... 89
www.nff-inc.com
New York Focus / The Focus Network .................................. 44
www.thefocusnetwork.com
Nichols Research ............................................................. 33
www.nicholsresearch.com
Observation Baltimore ....................................................... 36
www.observationbaltimore.com
Opinions of Sacramento ..................................................... 71
www.opinionsofsac.com
Perceptive Market Research, Inc. ....................................... 91
www.pmrresearch.com
Pharmaceutical Field / Consumer Research Center ............. 94
www.consumerresearch.ca
Precision Research, Inc. .................................................... 17
www.prieres.com
Qifac Marketing Research, LLC ........................................ 54
www.qifac.com
Recruiting Resources Unlimited ........................................ 48
www.recruitingresourcesllc.com
Research House, Inc. ......................................................... 89
Riva Training Institute ...................................................... 78
www.rivainc.com
Sabena Qualitative Research Services ................................. 63
www.sabena.com
Schlesinger Associates, Inc. ............................................. 81
www.schlesingerassociates.com
Survey Center Focus, LLC ................................................ 20
www.surveycenterfocus.com
Taylor Research, Inc. ......................................................... 67
www.taylorresearch.com
The Focus Network .......................................................... 7
www.thefocusnetwork.com
Trotta Associates ............................................................ 40, 105
www.trotta.com
WE DEFINE PARTNERSHIP

Coming together is a beginning; keeping together is progress; working together is success.
—Henry Ford

For more than 40 years, we’ve been constantly perfecting the art and science of qualitative and quantitative data collection, building a reputation as one of the largest and most innovative research services companies in the world. Over that time, we have won many prestigious honors. But more importantly, we’ve won the trust and confidence of some of the most elite marketing companies and research firms around the world.

We’d like to help you build your business. With a lifetime of experience and a dedicated staff of research professionals, providing personalized service you are our global research partners.

Discounts for any combination of locations.

Focus Solutions Alliance

Boston, Massachusetts
267-921-0100
Chicago, Illinois
312-226-8300
Cleveland, Ohio
216-360-9000
Dallas, Texas
214-292-1100
Denver, Colorado
303-398-1000
Framingham, Massachusetts
508-635-1000
Los Angeles, California
310-299-9000
Kansas City, Kansas
913-291-9000
San Francisco, California
415-292-1100
Stamford, Connecticut
203-292-1100
Tampa, Florida
813-226-8300
Teaneck, New Jersey
201-810-1000

Our network of independently owned and operated research centers is ready to focus on your project. Discounts apply for use of two or more Alliance facilities.

No matter what your research project calls for—from focus groups to interviews to product evaluations—one call to the number shown below is all you need.

Choose any combination of locations and you’re assured of getting bids, discounts and having your project managed by an owner of a top notch facility. You’ll also get updates and progress reports from one or all locations.

Focus Solutions Alliance is the smart call.

888-431-6650