Research Conference Report

June - July 2012

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The Insights You Missed at Recent MR Conferences

ARF **Audience Measurement 7.0** **New York, NY** **June 11-12, 2012**

Pilot Studying Meshing Social Media Activity & Sales

Main Point: There is "a clear relationship between social media activity and sales," and the more marketing and ad inputs available, the greater the precision between the two from advantages of scale. This presentation focused on the foundation of social measurement and social media measurement objectives & KPIs.

RCR impressions of content: **Freshness: A** **Relevance: A+** **Practicality: A**

Visible Technologies' (Bellevue, WA) SVP ***Elizabeth Morgan*** and ***Phil Ripperger***, VP Sales–New Media Solutions for ***SymphonyIRI Group*** (Chicago, IL), pointed out the information and planning benefits from integrating social media, consumer and shopper data (brand consumer data, media, consumer measurement and digital media measurement). "Together, they can deliver actionable results and impact future plans," Morgan and Ripperger said.

Elizabeth Morgan

Visible Technologies has an impressive Fortune 100 client list for its social media monitoring activity; enrichment of social media data, analytics and insights; and engagement with those customers. "Social media is different from other media measurement, but 'different' is not bad. And it is important to start measuring now," Morgan observed. However, measuring the correct things is crucial. "The easy ones end up getting measured versus the ones that really would be useful in understanding business impact," Morgan quoted Ogilvy & Mather SVP Irfan Kamal as saying.

To track the effect of online buzz to actual sales, the speakers noted four critical questions needing answers: 1) how increases in buzz influence sales of a brand? 2) how long before buzz has an effect? 3) how long buzz effect can last? and 4) how much impact online buzz produces?

Five primary measures set the social metrics foundation for this investigation. *Volume* is the "raw number of aggregate mentions of a brand across all social media channels." *Frequency* is the "pace of references to that brand." *Influence* is the "potential impact (tracked by followers, subscribers and qual measures of trust) of individuals and groups driving conversations about that brand." *Reach* is "penetration of the brand and engagement efforts into target customer audiences and influencer groups." *Sentiment* is the "tone of influencer reactions to the brand."

They noted "social media efforts should start with clear goals and KPIs. Experienced marketers use multiple metrics."

A case history around a potato chip brand had a retroperspective of 52 weeks of social media data and sentiment (neutral, mixed, negative and positive). It was integrated with 52 weeks of SymphonyIRI sales data. "If a data relationship analysis checked out, we would do a time-phased regression analysis," they said. A Social Media Impact Analysis showed "a clear relationship with sales," they said. "More inputs would create greater precision and advantages of scale."

Philip Ripperger

Their next steps? Investigating "social media as connective tissue in the marketing mix. Can it deliver real-time, unaided insights? It will require breaking down silos and accepting that uncovering relationships take time and effort," said the presenters. They are exploring social media impact on new product launches and understanding social media's role with SymphonyIRI's annual new product pacesetters study.

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RCR Ratings Explanation: "Freshness" – Whether this content has previously been covered by any RFL newsletter; "Relevance" – The relative importance of this content to the research industry; "Practicality" – The ease of implementing specific suggestions expressed in this presentation

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CASRO **Technology Conference** **New York, NY** **May 30-31, 2012**

Dashboards Don't Work Without Proper Visuals

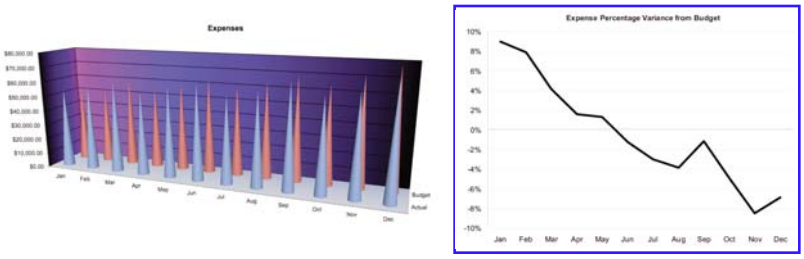
Main Point: Most dashboards fail. There are six characteristics of dashboards that are rich in information and easy to use. They follow a set of design principles that were born from research into visual perception, cognition and the needs of humans in attempting to monitor performance.

RCR impressions of content:

Freshness:	**A+**
Relevance:	**A+**
Practicality:	**A**

Perceptual Edge (Berkeley, CA) Founder & Principal ***Stephen Few*** dealt with a subject rarely addressed in the mad rush engulfing companies committed to the creation of an internal dashboard. Few dealt with how a business formulates a dashboard that delivers on all critical levels.

He began his blunt opening remarks with, "We talk about living in the Information Age, but this isn't yet the case. At best, we live in the Data Age; we've managed to collect lots of data, but are just now learning to use them. Most people lack the skills and tools to use information in effective ways."



The starting (left)and ending point of Stephen Few's 16-step transformation

Few believes a lot of time is being wasted chasing technologies, like "the cloud, and in doing so we're creating a brooding storm that threatens to drown us. If solutions to our problems exist, they'll be found by using our brains. Technology can assist our brains, but never replace them." He added: "To use data effectively, 'sensemaking' is our central task. He moaned that "data sensemaking is in crisis."

Few moved on to one of his central points: "obsession with dressing data up in fancy clothes. [But] no matter how cool it looks or how much it dazzles the eyes," he asked, "does it help you discover, make sense of or communicate what's meaningful in the data? This problem has been caused by "software vendors' useless features and gizmos, formatting defaults that undermine clear data display and marketing flash and dazzle–all emphasized instead of needed design."

According to Few, reliance on charts has led to a condition where numbers are obscured but look sexy. "We need to represent information that are easy for eyes to discern, efficient for the visual cortex to decode and possible for the thinking parts of our brains to understand. How we represent data visually cannot be arbitrary; it must match our perceptual and cognitive abilities."

He noted that a motto in his work: "eloquence of communication through simplicity of design. I've always been impressed with how much a visual artist can express with a few simple lines on the page," he stated.

Few stated that effective graphic presentation of data is not obvious but learnable. In a 16-step transformation (see first and final graphs at left), dashboard data evolved from "a graph that software encourages us to create" to a graph "that really works" because it clearly communicates vital information.

He removed "useless 3-D effects" and angle, background color, tick marks, unnecessary decimal places and redundant dollar signs. He replaced cones with bars, enlarged text, labeled the unit measure clearly, repositioned the Y-axis label and the legend to better connect it with the data bars and changed the color of one of the bars to make it more visually pleasing and to present a sharper contrast with the other bar.

Stephen Few

Few decided to replace bars with lines to see the pattern of change. He increased the size of the graph to accent the differences between those lines. Labeling each line eliminated the legend. He altered the color of two lines for distinctiveness even in black and white. Finally, he displayed the variance between the two lines as one line and the variance between two lines as a percentage difference.

Few directly addressed another problem with dashboards. "In their attempt to dazzle us visually, they fail entirely to present information in a way that can be understood at a glance," he remarked. "They tend to say too little–and what they say, they say poorly. A properly designed dashboard provides an overview of what's going on, clearly and rapidly."

Back in 2004, Few defined a dashboard as "a visual display of the most important information needed to achieve one or more objectives; consolidated and arranged on a single screen so the information can be monitored at a glance." He has amended that to assert dashboard design should provide information "clearly and without distraction, in a manner that can be quickly examined and understood."

Few authored "Information Dashboard Design" to lay out 13 principles that "are not difficult to learn, but not obvious until someone points them out." He detailed three of them at the close of his remarks: exceeding the boundaries of a single screen, choosing inappropriate display media and supplying inadequate context for data.

"This time of crisis is also a time of opportunity. I personally see it not merely as an opportunity, but as a responsibility. If we can learn to use information more effectively, we will make better decisions by basing them on facts," he closed. ©

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Smartphones and Tablets Can't Meet PC MR Standards

Main Point: The MR industry is not yet prepared to support the increased use of smartphone and tablet devices to take our surveys. Increasingly, these are the devices of choice to access emails, the Net and our surveys, but we haven't ensured that surveys work properly on these newer devices.

RCR impressions of content: **Freshness: A-** **Relevance: A-** **Practicality: A**

EasyInsites (Surrey, UK) Co-Founder & MD *Charles Pearson* and *Cint* (Toronto, Canada) VP-Global Quality *Lindsay Veling* put some numbers behind key aspects of new market research technologies–sales, penetration, Web browsing, etc.–before focusing on their key point: what has to happen with smartphones and tablets to make them as user friendly as computer research.

Charles Pearson

A three to four-minute survey was done in the U.S., UK, France, Sweden and Australia, with questions optimized for computers, smartphones and tablets. A little more than 3,600 respondents were contacted from a variety of online panels.

More than twice as many tablet users said they had experienced problems participating in surveys than the group preferring a computer. And an even larger percentage of smartphone users said they, too, had experienced problems. The tablet users decried lack of support for Flash and an inability to use drag-and-drop questions. Smartphone users also were unhappy with Flash on their device, plus needing to navigate using the small screen.

In addition, smartphone and tablet users said they took 30% to 40% longer to write open-end responses. They were slowed by touch-typing on the newer devices and the restricted screen size on smartphones.

Table-type questions (radio buttons, Likert scales and checkbox tables) took 60% longer on smartphones than PCs. Drop down lists and side-by-side buttons for research on smartphones were difficult to press correctly. Some tablet users said the same thing.

Over 40% of people who identified themselves as early adopters prefer tablets to smartphones or PCs; about 38% of this group prefers smartphones and just under 30% would opt for a PC. About 55% of those who fall in a group known as "early majority" have a preference for the PC, versus 50% for the smartphone and 45% who like the tablet.

In differentiating between users of these three devices, Pearson and Veling described tablet users as "thorough and enjoying shopping," and "go for expensive brands." There were no differences in product/brand loyalty.

Finally, Pearson and Veling addressed what should be done to raise smartphone and tablet research quality

They said surveys should be "separately optimized for each device. A survey should be tested on a range of devices. It should be designed around a percentage rather than absolute widths, with a user-friendly layout that adapts to screen size. It is best to use a scripting application with this and built-in device detection–and routing respondents to the relevant surveys version, plus enlargement of form elements that ease interaction."

Lindsay Veling

Additionally, "research should be done on optimizing methods of driving traffic to surveys as part of a continuing commitment to further research and best practices development. Images should make sure they can shrink to fit all screens, and large and multiple images may need to exclude smartphone users," they said.

"Questions that rely on Javascript or Flash to create interactive effects are not guaranteed to work on mobile devices (especially drag-and-drops), making radio button tables instead of cart sort preferable on mobile devices. Open-end questions should be avoided to control respondent fatigue on touchscreen devices. Incentives should be considered because surveys may take longer on these newer devices."

So, in the absence of technology to overcome these shortcomings, Pearson and Veling counseled keeping survey design simple for smartphones and tablets.

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What Little We Know About Mobile MR Respondents

Main Point: Respondents who start or complete traditional Web surveys using their smartphones are different from those who complete them on larger format devices like tablets or desktops, and their overall survey experience is also quite different

RCR impressions of content: **Freshness: A** **Relevance: A** **Practicality: A**


Gregg Peterson

Market Strategies International (Livonia, MI) SVP-Research Operations ***Gregg Peterson*** quoted Dr. Liz Nelson, Chairperson of Fly Research, who commented about mobile research's "amazing potential. However, the reality is that mobile represents no more than 2% of all market research carried out."

She was referring to what Peterson called, "Intentional mobile research," studies designed specifically for mobile respondents. More interesting may be the phenomenon of "unintentional mobile respondents," whereby, increasingly, respondents complete "traditional" Web surveys on their smartphones. Peterson observed that mobile is "less a new methodology than a respondent choice."

He distinguished between "members of panels and general consumers who are responding to requests directly from our client companies." Of the former, he remarked, "We benefit from panel members' experience and willingness to complete our most difficult surveys. Whoever they are, more and more are completing surveys on mobile devices." For the purposes of this presentation, Peterson wanted it known that iPads or other large format mobile devices are not considered a mobile device.

He reviewed response rates from 17 distinct surveys or respondent segments fielded between December 2011 and April 2012 for hints about mobile research respondents' cooperation. It seemed clear that "untrained" non-B2B client customers, doctors and mobile customers are more than willing to participate using this mode.

Certain groups, he said, seem predisposed to complete a survey on a mobile device:

- Under-34-year-olds (three times more likely)
- Non-Caucasians ("slightly" more likely)
- Females ("slightly but consistently" more likely)
- Some specialist MDs, radiology and psychiatry (more likely)

A number of surprising determinations about mobile respondents have emerged, including consistently longer (25-50%) survey length, and these vary more on mobile than on other survey tools. "Extra length appears to be more related to how quickly the survey loads than to the survey complexity," Peterson commented. "Breakoffs are not all about complexity. Also, motivated respondents tolerate extremely long surveys."

However, mobile survey takers are twice as likely to break off, with panel members "far less likely" to do so compared to general consumers. "Perhaps the biggest issue on breakoffs is this point: if young people or African Americans or Hispanics are more likely to be mobile survey starters, these high breakoff rates suggest we are also losing the respondents we are often most challenged to collect data from."

Peterson shared that there is "some evidence that mobile survey takers respond more quickly to survey invitations." Further, "mobile respondents are just as likely to complete open ends, but with fewer words. The actual auto-coded content is quite similar between mobile and non-mobile."

He conceded unanswered questions about mobile MR. After comparing mobile and non-mobile ratings on 41 different rating-type questions in eight studies, there were "small, but statistically significant, differences on one-third of questions in seven of the eight studies.

Mobile respondents were generally more positive. However, he conceded that without experimentation as opposed to observation, "it's difficult to know if these differences were mode effects or simply differences based on the type of respondents who are inclined toward mobile."

Market Strategies International executed an experiment on a large, three-cell Web survey. A control cell had a standard invitation and standard survey. In one experimental cell, the email invitation changed; it attempted to gently nudge potential mobile survey takers to move to a PC or tablet. A second experimental cell kept the original invitation but changed the survey introductory screen. For those who started the survey on a mobile device, it also attempted to nudge the survey takers to a PC or tablet.

Peterson said results showed the altered survey invitation had "no discernible impact" on the percentage of mobile survey starts. Changing the survey intro had a "significant but tiny impact on the percentage of mobile survey takers who switched to a non-mobile application, but no discernible impact on overall mobile completions. The experimental cells showed no significant impact on overall completion rates in any of the cells.

"Most respondents will not switch devices," Peterson explained. "There seems little value in providing warnings to mobile survey takers, even for non-optimized surveys."

Peterson had several recommendations, including applying a mobile-only approach when the survey is fit for that purpose and not permitting mobile for long, complex web surveys. "If we want to honor respondent choice, we must understand mode effects through experimentation, track carefully, test current surveys more thoroughly, and develop mobile-friendly survey templates that emphasize fewer words, shorter descriptions, bigger type and buttons, no Flash and smaller file sizes," Peterson stated.

Combining data from "mobile-optimized and desktop-optimized surveys might not be possible.Mobile-optimized surveys require fundamental changes to content and design," Peterson finished.

Certain groups seem predisposed to complete a mobile survey: under-34-year-olds, non-Caucasians, females and some specialist physicians.

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Oxford Internet Institute **Symposium On the Dynamics of the Internet and Society** **September 21-24, 2011** **Oxford, England**

Six Potential Big Data Implications

Main Point: Big Data is not notable because of its size but its relationship to other data. Part of its value rests in derivable patterns from connections between pieces of data or about the structure of information. It even encourages detecting patterns where none actually exist.

But it is crucial to begin asking Big Data questions about analytic assumptions, methodological frameworks and underlying biases. What do all these data mean? Who will get access to all these data? How will they be deployed, and to what ends? With Big Data come big responsibilities.

RCR impressions of content:

Freshness:	**A**
Relevance:	**A**
Practicality:	**A**

Microsoft Research (Boston, MA) Principal Researcher ***Kate Crawford*** (also an Associate Professor at the University of South Wales) and Senior Researcher ***danah boyd*** (also a Research Assistant Professor at New York University, her name is legally lower case) said "operationalization of Big Data has serious, wide-ranging implications and what it will mean for future research agendas. As scholars invested in the production of knowledge, interrogations about the assumptions, as well as values and biases of this new wave, are essential components of what we do."

The presenters compared the potential impact of Big Data today with the enduring influence of Henry Ford's mass production manufacturing in the 20th Century.

Big Data "not only refers to very large data sets and the tools and procedures used to manipulate and analyze them, but a computational turn in thought and research. Its emerging system of knowledge is already changing how we understand human networks and community. Big Data creates a radical shift in how we think about research, but automation of some research functions means we must consider the built-in flaws of machine tools–and how Google and other Big Data harvesters might change the meaning of learning. There are also possibilities and limitations that may come with that."

Crawford and boyd said, "Big Data makes many more social spaces quantifiable, yet what Big Data quantifies does not necessarily have a better claim on objective truth, particularly when considering messages from social media sites. There remains a mistaken belief that qualitative researchers interpret stories and quantitative researchers produce facts. Big Data could reinscribe established divisions in the long running debates about scientific method."

They noted that sheer volumes of Big Data do not remove "it from being subject to limitations and biases that need to be understood and outlined. Otherwise, misinterpretation results. Big Data is at its most effective when researchers take account of the complex methodological processes that underlie the analysis of social data," Crawford and boyd remarked.

They spotlighted "a problematic underlying ethos that bigger is better, that quantity necessarily means quality." For instance, Twitter data are a popular source for mining Big Data. "Twitter data's methodological challenges are rarely addressed by those who embrace it," they noted. "Researchers approaching a dataset need to understand and publicly account for dataset limits, but also the limits of which questions they can ask of a dataset and appropriate interpretations. This is especially true when researchers combine multiple large data sets. The size of data being sampled should fit the research question being asked. Sometimes, small is best."

Crawford and boyd compared Big Data's potential impact with the enduring influence of Henry Ford's mass production manufacturing a century earlier.

Data about people's relationships have been collected via surveys, interviews, observations and experiments. "Using these data, social scientists have focused on describing 'personal networks'–the set of relationships individuals develop and maintain. These connections were evaluated using a series of measures developed over time to identify personal connections. Big Data introduces two new popular types of social networks derived from data traces: 'articulated networks' and 'behavioral networks,'" the speakers said.

'Articulated networks' are created when people specify their contacts through a mediating technology. These take the form of email or cell phone address books, instant messaging lists and Friends/Follower lists.

'Behavioral networks' derive from communication patterns, cell coordinates and social media interactions, and are represented by people who text message, are tagged in photos together on Facebook, who email one another and who physically share the same space according to their cell phone.

The pair agreed both have great value to researchers, but "are not equivalent to personal networks. Fascinating

network analysis can be done with both networks. But there is Big Data risk in treating every connection as equivalent, of assuming frequency of contact is equivalent to strength of relationship and of believing absence of connection indicates a relationship should be made."


Kate Crawford

Ethical implications of Big Data are emerging in mining and anonymization. "There must be accountability to superiors, colleagues, participants and the public. Researchers have the tools and access to questions of truth, control and power in Big Data studies; social media users, as a whole, do not. It is possible many would not give permission for their data to be used elsewhere and many are unaware of the multiplicity of agents and algorithms currently gathering and storing their data for future use," they explained.

Finally, they noted, "social media companies have access to really large volumes of social data. Those with money will stand out in their ability to produce and reproduce different types of research, plus evaluate the methodological claims of those with privileged access," they said.

That is not seen as a positive. "There will be considerable unevenness in the system," they contended. "Seeming straightforward access is anything but. Who will get access? For what purposes will access be provided? In what contexts and with what constraints? Some company researchers have gone so far as to suggest that academics shouldn't bother studying social media, as in-house people can do it better."


danah boyd

The pair commented that questions of access are complemented by questions of skills, particularly computational skills. "There are complex questions about the research skills that will be valued in the future and how they are taught to students and others," the duo said.

Crawford and boyd highlighted an inherent restriction in access to Big Data research findings from large data companies. "Big Data researchers with access to proprietary data sets are less likely to choose questions that are contentious to a social media company–for example, if they think it may result in their access being cut. The chilling effects on the kinds of research that can be asked are something we all need to consider," they closed.

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Gateway Management **Marketing Planning & Analysis 2012** **San Francisco CA** **February 9-10, 2012**

Why & How Data Emphasis Will Shift to Analytics

Main Point: MR providers are at a long-desired inflection point: they have the ability to move from historically-based predictive analytics to predictive foresight that 1) is deliverable in a fraction of the present timing, 2) actionable, 3) capable of driving the decision-making process, 4) can handle tactical and strategic issues, 5) can optimize business outcomes and 6) can maximize revenue and profit.

RCR impressions of content:

Freshness:	**A+**
Relevance:	**A+**
Practicality:	**A+**

Kicking off his presentation with definitions of "insight" and "analytics" and how each are presently generated, ***4i Consulting, Inc.*** (Lisle, IL) President & CEO ***Eugene Roytburg*** emphasized corporations' growing awareness and reliance on analytics for internal and competitive performance, cost and marketplace reasons confronting all businesses.

Roytburg listed a litany of analytics micro business benefits: just-in-time retail delivery, forecasting, predicting sales from promotions and minimizing Out Of Stocks, better preparing for market and category trends, developing product characteristics and line extensions, monitoring product lifecycles, linking innovation and consumer preferences to operational data, enabling business intelligence/data mining to react more rapidly, quantifying and simulating the impact of future scenarios and navigating volatile environments.

"In the last 10 years, analytics have moved from a secondary role to an organizational core competency," Roytburg stated. He mentioned that B2C, CPG and Retail have made the most telling analytics advances, while B2B has comparatively lagged. "Demand has grown for faster, more robust and analytics-driven decisions.


Eugene Roytburg

"However, as a process, analytics is still immature with significant inefficiencies," Roytburg stated. "Many companies face serious insight- and analytics-leveraging challenges. Depending on the user's vantage point, generated recommendations are seen as trivial, unclear from an actional standpoint and/or scary. Only 35% of executives describe their in-house insights and analytics functions as best-in-class."

Roytburg said insights and analytics executives "need to start asking tough questions about overall performance, value development and creation. It needs to transform itself

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RCR Conference Watch

September – October 2012

9/06 – 9/07 ***Insights Valley Europe: Corporate Researchers Summit***
The Merlien Institute; Amsterdam, The Netherlands; Dorint Hotel
Contact: www.insightsvalley.com

9/06 – 9/07 ***RIVA Revue***
RIVA Inc.; North Bethesda, MD; Marriott Bethesda North Hotel
Contact: www.RIVAinc.com

9/09 – 9/12 ***ESOMAR Annual Congress***
ESOMAR; Atlanta, GA; Atlanta Marriott Marquis
Contact: www.esomar.org

9/13-9/14 ***Big Data Innovation***
The IEG Group; Boston, MA, Hyatt Regency Boston
Contact: http://analytics.theieggroup.com/social-boston

9/13-9/14 ***Social Media & Web Analytics Innovations***
The IEG Group; Boston, MA, Hyatt Regency Boston
Contact: http://analytics.theieggroup.com/social-boston

9/19-9/21 ***Corporate Researchers Conference***
MRA/Quirks/CEB; Dallas, TX; Fairmont Dallas
Contact: crc12.marketingresearch.org/register

10/01-10/03 ***AMA Research & Strategy Summit 2012***
American Marketing Association; Las Vegas, NV; Bellagio Hotel
Contact: Krista Vazquez, (888) 670-8200, register@iirusa.com

10/01-10/03 ***Lead Marketing Conference***
Shopper Technology Institute; Rosemont, IL; Westin-O'Hare
Contact: info@leadmarketingconference.com

10/03-10/05 ***QRCA Annual Conference***
QRCA; Montreal, Canada; Hyatt Regency Montreal
Contact: www.qrca.org

10/08-10/11 ***CASRO Annual Conference***
CASRO; Scottsdale, AZ, Four Seasons Resort
Contact: (631) 928-6954

10/13-10/18 ***DMA 2012***
Direct Marketing Association; Las Vegas, NV, Mandalay Bay
Contact: (866) 486-0734, dma@compusystems.com

10/15-10/17 ***World Future Trends Summit***
IIR; Miami, FL, Conrad Miami
Contact: (888) 670-8200, www.IIRusa.com

Burke Institute Sessions

9/10 - 13	***Practical Multivariate Analysis***	Cincinnati, OH;
9/18 - 20	***Practical MR***	Chicago, IL
9/19 - 20	***Next Generation Qual Tools***	San Francisco, CA
9/25 - 28	***Focus Group Moderator Training***	Cincinnati, OH
10/02- 04	***Designing Effective Questionnaires***	Chicago, IL
10/10- 12	***Customer Satisfaction & Loyalty Research***	Chicago, IL
10/10- 11	***Shopper Marketing Insights, Innovation and Implementation***	Philadelphia, PA
10/16- 18	***Practical Conjoint Analysis & Discrete Choice Modeling***	Chicago, IL
10/17- 18	***New Product Research***	Los Angeles, CA
10/23- 26	***Specialized Moderator Skills for Qualitative Research***	Cincinnati, OH
10/23- 26	***Tools & Techniques for Data Analysis***	San Francisco, CA
10/29- 31	***Practical Marketing Research***	San Francisco, CA

Contact: Jim Berling (800) 543-8635, info@BurkeInstitute.com

RIVA Training Sessions

9/10-13	***Advanced Moderating***
9/17-19	***Fundamentals of Moderating***
9/24-26	***Fundamentals of Moderating***
10/01-03	***Facilitation: Practical Tools, Tips and Techniques***
10/9	***Qualitative Project Management & Screener Development***
10/10-12	***Fundamentals of Moderating***
10/15-16	***Qualitative Analysis/Reporting***
10/15	***Qualitative Project Management & Screener Development***
10/22	***Fundamentals of Qualitative Research***
10/23-25	***Fundamentals of Moderating***

Contact: www.RIVAinc.com.
All sessions in Rockville, MD

10/24-10/25 ***Research & Results 2012***
Research & Results; Munich, Germany, MOC Convention Center
Contact: http://www.research-results.com

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Data Emphasis Shift to Analytics

(Continued from page 6)

into a strategic, effective and a higher-valued organization-driver." Roytburg suggested that when a business becomes more strategic, its category focus should pivot to the "highest growth opportunities" and "highest size opportunities."

Looking ahead, Roytburg says data will need to take a back seat to analytics. "For demand-driven SKU optimization, scenarios will be developed and tested based on complexity analysis and overall strategic considerations. After that, an assessment of those scenarios will be conducted across several criteria. Analytics-enabled consulting will merge industry and marketing knowledge, management consulting, predictive & optimization analytics and data for actionable insights and predictive decisionmaking capabilities.

"We will see diminishing information overload in favor of business issue-driven data requirements," he continued. "If I need to solve a particular problem, I will need specific analyses that will require only specified data elements."

He said combining elements in a 4i Consulting process will maximize analytics system efficiency and effectiveness. Roytburg's predictive and integrated analytical framework combines all relevant data, enabling predictive analytics to drive the decision-making process. It will also optimize analytics within the business function, as well as across business and corporate functions.

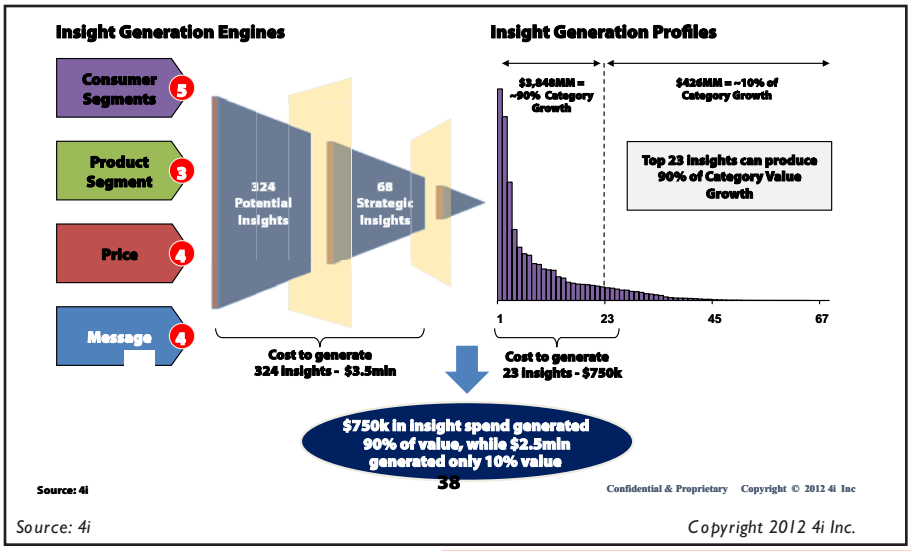
"I want to emphasize that not all insights are created equal," Roytburg stressed. He demonstrated that point with a graphic. (See "All Data Are Not Created Equal.")

Roytburg's two closing points were about 1) key elements of a corporation's analytics' business model that need to be in place and 2) the four key capability areas that a world-class analytics organization requires.

He said, "Winning business models must have 1) an intimate business process and issue knowledge, 2) decision-support systems, 3) business-to-analytics conversion, 4) advanced analytics solutions, 5) advanced analytics process, capability and technology and 6) a dedicated organization with vision, innovation, forward thinking and ability to demonstrate value."

Building world-class functionality will necessitate systems and processes that perform a broad range of analytics based on defined and uniform metrics, surrounded by a robust culture of analytics aligned around broad C-level support. There will also be a leveraging of enterprise-wide analytics and continuous innovation and improvement. ©

All Data Are Not Created Equal



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