

Cambiar notched up several successes in 2015:

- *Served 41 clients across 4 continents*
- *Facilitated 6 M&A engagements, including the sales of Innerscope to Nielsen and of Insights Strategy Group to MarketCast*
- *Spoke at conferences and forums, and in webinars across the globe, including CASRO, ESOMAR, AMSRS, WiRE, ITeX and Insights Marketing Day*
- *Published the 4th Annual Future of Research Study and the 4th Annual Cambiar Capital Funding Index (Research World Feb. 2016 issue)*
- *Partnered with Boston Consulting Group and Yale University to conduct the most comprehensive study ever of the corporate management of insights*
- *Chaired ESOMAR Congress in Dublin - the highest rated Congress ever in terms of content*

We want to thank everyone that helped contribute to our successes.

Research Transformation – Are We on the Right Track?

By Beth Rounds and Jeff Hunter



About Jeff Hunter – Over the course of his career, Jeff has held numerous leadership positions at General Mills. He was a pioneer in online research, evaluating numerous technologies and methodologies, all with the goal of increasing the effectiveness of their insights. In his last three years at the “Mills,” Jeff led a Consumer Insights team, which had the mission of identifying, developing and

implementing strategic research solutions to generate insights that drive growth. Since retiring, he consults with global brands on new product platforms, as well as data integration and synthesis. Jeff joined Cambiar as an associate in 2013.

We asked Jeff about his view on the state of our industry transformation.

Jeff, what have you been up to since retiring from General Mills?

While I do love to travel, you can’t do that 24/7! What we do for a living is interesting and I’ve always been interested in new methods and technologies. So, I continue to be involved in a variety of industry related activities. I am on the editorial board for ESOMAR’s Research World and continue to be involved with the American Marketing Association. My consulting work focuses on portfolio strategy work for FMCG companies and analytics. Most recently, I have focused my speaking engagements on topics of data integration and data synthesis.

We hear numerous predictions about the transformation of our industry. How do you see it?

There is so much change within our industry and the predominant theme seems to be “fragmentation.” There are so many new theories, data sources, technologies and methodologies. New entrants are

>> *Interview continued on pages 2 and 3.*

popping up all the time. This makes the online research era seem like kindergarten! The trends I see that are interesting and will have more impact in the future are:

1. Passive Data
2. Data Integration/Synthesis
3. DIY Technologies

The other trend worth mentioning is the ongoing decline of traditional survey work.

Passive Data for me means any form of information about consumers that is collected without intrusion; so big data, social media, digital ethnography, semiotics, are all subsumed here. I don't think we know which bits will be useful, and when and how they will be useful, but clever people will figure it out. Right now passive data predominantly impacts tactical decisions, but it has the potential to do more.

Data Integration/Synthesis is interesting because it is both mechanical and intellectual, is creative in both regards, and yields insights that are strategic – something most MR rarely does. If you think about strategy research, several years ago we might have conducted a consumer segmentation study or a market structure analysis. Then we combined them. Then we incorporated demographic and trend information to add a future dimension. Then we added in semiotics to do a better job identifying emotional drivers of future scenarios. Then we tagged longitudinal databases. Some of the data integration/synthesis has been informal. Russ Rubin has a great case study diagnosing business softness in FMCG with multiple data sources, each data source directed to eliminate one hypothesis, until finally you get the answer. Some of the strategy work we have been involved with over the past few

years treats data integration very formally; unstructured data is structured and then combined with other structured data so that different mathematical analyses can be performed. Many in MR struggle with this concept. I attended a conference in Paris a few weeks ago and one qualitative agency spoke to their discomfort being in the same room with other agencies to help a client with a specific problem. The client hoped the synthesis of different perspectives would unlock new insight. The agency's discomfort with even this meager form of synthesis doesn't bode well for the future – and of course didn't serve the client well.

I think we are just seeing the tip of the iceberg with regard to **DIY Technologies**. It isn't just about conducting agile surveys or running a bulletin board for some quick qual. There are now a wide variety of relatively easy to use tools that organize and integrate data, analyze it and visualize it. Open source data provides one example. Open source data is data that is freely available from government and other public sources, but is sometimes hard to find and requires time to get into a common format. There is now DIY technology that will handle most of that. This could make the agency's life easier, or the client could decide that it is so easy that they will do it themselves. A colleague that is a Director of Consumer Insights based in Singapore indicates that he increasingly uses DIY for data collection, analysis and reporting. He sees himself using external agencies only for specialized expertise in the future.



What advice would you give traditional market research providers in this new world?

I wish that traditional market research providers were more focused on the “managerial usefulness” of the information they provide.

Over the years, on the client side, you begin to realize that lots of research that is technically sound isn’t managerially useful, and that some research that isn’t technically sound is managerially very useful. If you grew up traditionally as I did that is a bit of a shock. The decision-making managers who use the information that we provide want information that prompts them to think about the business differently, and that hopefully leads to positive outcomes. At senior levels, they seem much more motivated by empirical arguments than social science arguments.

Having this lens, managerial usefulness, would help MR and agencies in a couple of ways. The first is that it would hasten proof of concept for new data sources and methods. We always seem to get so caught up in social science debates that by the time they are resolved, clients have created or discovered their own solutions. For example, when surveys first moved online in 1998 General Mills had to buy into a start-up company to get this capability because they could not get it from the traditional agencies. I think this is also an area where MR innovation is underdeveloped. We have been great at innovating on data collection methods, but, with some exceptions, not so great at innovating on information application. As the costs of data continue to decline, as well as the margins on data collection, this would seem to be an area of opportunity; the “better” part of “faster, cheaper, better”.

Thanks Jeff – looking forward to your next ViewPoint article, Insights Departments – Challenges and Opportunities



Announcement!

In late 2015, Cambiar teamed up with Boston Consulting Group and the Yale Center for Consumer Studies to conduct and publish the most comprehensive study ever of how consumer insights are managed in major corporations. The results of the study will become public during this first quarter, but YOU can get a jump-start right now!

BCG

THE BOSTON CONSULTING GROUP



**Yale SCHOOL OF
MANAGEMENT**

Industry Report: Cambiar Partners with BCG and Yale

If you are a market research agency, how is this relevant to you? Because of the changes going on in client organizations, there will be profound impact on your business model! Our seminar presentation will cover these topics:

- Where are budgets now compared to before the recession?
- What resources are consumer insights departments deploying now compared to before the recession?
- Where are budgets going?
- What is the impact of data analytics?
- Does measuring return on research investment have an impact on the value of research itself?
- What methodologies are clients adopting?
- How much are they spending on them?
- What does this mean for your own investment in these methodologies?

Cambiar has taken this incredibly rich vein of insight into how corporations manage research and combined it with proprietary studies on the future of research and investments being made. This seminar has immense value to any research agency trying to grow in a market that is experiencing sluggish growth and yet at the same time changing at an alarming pace.

This personalized – and affordable – seminar will be customized to the needs of your organization. Invite your clients for a half-day event or restrict it to your senior management. Post presentation, we'll facilitate a discussion among the participants with the purpose of providing you input into your goals and priorities.

For more information, contact Beth Rounds or Simon Chadwick at info@consultcambiar.com.



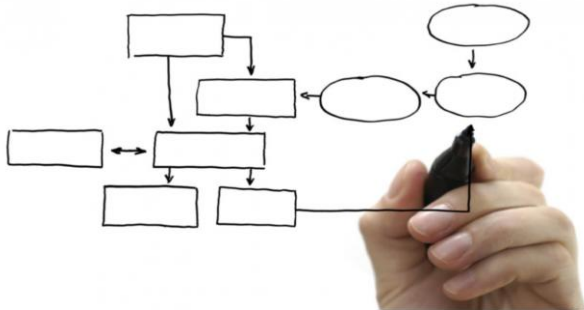
Beth Rounds



Simon Chadwick

Is your marketing plan working for you or are you working for the plan?

By Beth Rounds



You are off to a good start and have your revenue targets and budget “baked.” Most likely your marketing plan has also been developed and I bet for many of you, you took the 2015 plan and did a “save as” for 2016. You budgeted for your usual conferences, planned for 8-10 blogs and quarterly newsletters, have a social media presence, etc. The question is – are these marketing efforts making a difference on client engagement and new business? Are you getting any return on investment?

Here are three questions you need to ask yourself and your team:

1. How should we spend our conference dollars? In the past five years, the number of conferences one can attend, show and/or sponsor has doubled (or even tripled). So many of you tell me, “Enough is enough!” I know for certain that our industry is running out of great content and certainly the quality of the presentations is degrading. Many of the usual keynoters are raking in our dollars as they go from one MR event to another.

As a professional sales and marketing strategist, here are three recommendations I’d like to share with you:

If you haven’t already, step back and review your conference list and purposely decide which events are worth exhibiting, speaking at and/or attending.

Idea: If you are going to invest in sponsoring, be creative and memorable! At one event, we brought in a local fruit ice pop on a hot day (along with their people and cart) to pass out gourmet treats and drive traffic to our exhibit booth. This is just one example and there are many fun things I see many companies doing.

Another idea: Spend some of your budget on a client event. It doesn’t have to be as splashy as a Qualtrics Summit – start small and build on your success year over year.

2. Are you telling a compelling brand story?

Communicating via stories and visualization is a hot topic and one that is being applied to improving our analysis and reporting. Funny thing is, we rarely tell our brand story on our website or in our capabilities presentations. Some firms are ahead of the game on this one, but many need to step back and apply these same principles to all of their deliverables.

Idea: Benchmark a few companies on this topic, both inside and outside our industry. Map your brand story and then re-vamp your materials and website.

3. Is your marketing team working in isolation?

So often, the marketing manager/team creates a plan with a number of tactics, but often is not given the big picture view of our industry, prospects or clients. Great marketers will step forward, get involved and learn even if they have to study nights and weekends. Other times, some of us (consultants) come alongside the team and provide direction and guidance.

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Connect with us at an Upcoming Event!

We have a number of plans for 2016.

To hear more, meet with our partners at any of the upcoming events:

- **[MRA CEO Event](#)**
January 25-27, South Beach, FL
- **[Qualtrics Insights Summit](#)**
February 16-19, Salt Lake City, UT
- **[The Quirk's Event](#)**
February 22-24, Brooklyn, NY



Idea: Ask your marketing manager or team to attend an industry event or join in on a sales call. If you have this in place – great! If not, as they say, “Just Do It!” I guarantee that you will get more quality ideas and creativity out of this person and/or team when you involve them with your customers and prospects. Talk about return on investment!

I look forward to continuing this conversation. If you’d like more ideas or inspiration, contact me at beth@consultcambiar.com.