2022 Industry Insiders' Guide



Actionable insights from the most innovative minds in market research

Curated by the Logit Group

Table of Contents

Foreword	1
Agile Research for B2B Audiences	.2
Augmenting Data Leadership with Privacy	.6
Behavioral and Emotional Measures	10
Cinderella In A World of Sample	14
Contextual Intelligence	18
How I Learned to Love Writing Screeners	22
Intent vs. Impact	26
Investment in Data Quality	30
Multi-Mode Methodology	34
Never Take Numbers at Face Value	.38
Translation Technology	42
Why Surveys Need to be Conversational	.46

Foreword

Innovation is at the core of what we do at Logit as a research execution company.

That's why we've assembled some of the leading minds in market research to share their thoughts on the latest and greatest the industry has to offer.

These are actionable insights that you can take away to explore new possibilities and reach new audiences.

Equipping the market research industry for success is something we're passionate about at Logit, and we're excited to share this Guide with you all.



Sam Pisani is Managing Partner of the **Logit Group**, an innovative, technology-driven research execution company.

Agile Research for B2B Audiences

Jake Roeland

"Using the principles of scaled agility, research teams can form agile research trains to align researchers to a shared research mission."

It's been more than 20 years since a group of software developers created the agile manifesto at The Lodge at Snowbird Ski Resort in Utah. The framework was so impactful that today 95% of engineering teams report that they employ agile development methods to help them bring products to market successfully. In recent years, the research space has started to take notice.

Agile methodologies are already helping the consumer research space provide actionable insights early and often. Let's take a look at how agile consumer research is conducted today and examine how we can apply this process to B2B research.

A quick look at how it works

Agile consumer research came to prominence in the late 2010s as a response to consumers' demand for more relevant and instant interaction with brands, likely, at least in part, due to the growth of social media. The demand for this type of research spiked during COVID with Kantar reporting a 60% increase in marketplace usage. Following an agile approach, companies can ideate, test and validate their ideas at a more rapid pace than they have historically.

This process has saved consumer targeted companies millions of dollars as they are able to avoid lengthy periods of prototyping products and services that consumers don't actually want.

Four constructs of effective agile research

In order to run an effective agile research process, it's important that teams adhere to the following four constructs, all of which are rooted in the principles of the agile manifesto.

1. Prioritize tasks based on customer focused outcomes

A functioning bicycle is better than a Ferrari without wheels. Prioritize tasks that uncover what customers actually care about, opposed to vanity metrics or self-serving outcomes.

2. Set your team up for success with effective alignment

Communication is a key principle of the agile manifesto. When moving quickly, it's critical that team members are all aligned to current objectives. Teams should use daily standups as a quick way to track progress and keep all members moving in the same direction.

3. Breakdown research blocks into 1-2 weeks sprints

What is the minimal viable test (MVT) my team can run to provide a meaningful outcome? Determine your core assumptions and create research tasks to quickly provide positive or negative signals.

4. Leverage software that allows you to efficiently conduct engagements, analyze data and report outcomes

In order to move as quickly as possible, it's helpful to use software to automate manual actions. Look for repeatable tasks where your team is expending human hours and augment these processes with technology.

Applications for B2B research

In the B2B space, the user of a company's product or service is often not the buyer and companies have to consider multiple stakeholders when building a new product or launching a new campaign.

When we have more than one stakeholder to consider for a project, complexity grows at n (n-1)/2, where n is the number of significant stakeholders.



If we have 10 critical stakeholders for a B2B project, that's $10 \times (10-1) / 2 = 45$ critical stakeholder interactions that we have to manage and consider.

Despite this added layer of complexity, hope is not lost.

Enter scaled agility - a process that gives structure to aligning multiple stakeholders to a single process. Using the principles of scaled agility, research teams can form agile research trains (adopted from agile release trains) to align researchers to a shared research mission.

These common principles should include:

- A program increment cadence where teams meet to discuss research results and plan their next test. - A per team adoption of the four constructs of effective agile research mentioned above

- Known velocity - the output of each team should be known before each program increment.

- Synchronization - all teams are aligned to the same program increment and have a predictable start/end date.

- Follow the two pizza team rule keep research teams small to limit internal communication barriers and increase aggregate speed.

Learning more

Agile research has been made possible in recent years due to the development and adoption of technology to augment expensive manual processes like recruitment and reporting.

Emporia is an agile research platform built specifically to support B2B audiences.



Jake Roeland is the Founder and CTO of Emporia, an AI-powered search tool that helps market research organizations quickly find B2B sample.

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Augmenting Data Leadership with Privacy

Arundati Dandapani

"As the concern for privacy soars and privacy enhancing technologies gain stronger momentum, new opportunities emerge for insights leaders."

Our relationships with people, processes and technologies will define our industry's success in the future and shape our own as organizations and individuals. Data governance is precisely about mapping what those relationships look like across units, functions, organizations and the relevant layers of information controls and safeguards.

Most person-generated data is personally identifiable, with varying degrees of sensitivity. When dealing with diverse data in our daily work, it becomes important to master the nuance of data documentation, data cleaning procedures, data lineage, data flows and own a strong understanding of permissible uses and storage of information including data quality and data origins. Such critical questions should be documented and tracked. Sensitive data could include not just personally identifiable information (PII, which is also the least understood concept among Americans according to ARF's 5th Annual Privacy study, followed by "segments", and "third party data"), but also person-generated data, and business confidential data.

Releasing any sensitive data in the public interest whether potentially personally identifiable data or confidential competitive data requires a number of issues to consider along with the regulations.

Good Research Practices Come from Good Privacy Practices

ESOMAR, WAPOR, AAPOR, Insights Association, etc., all set forth high industry codes of conduct for organizations and individual practitioners to follow. The worlds of information privacy and data, analytics, and insights often seem to be at odds with one another. In fact, they are not. Consumers and citizens like sharing their views, opinions and even information in exchange for better, more personalized experiences. In what is largely still a "patchwork marketplace" of data protection policies, regulations, laws and their applications, it can be hard to navigate the growing use of technologies, international business and engaging research exercises without sufficient guidance on the state of insights and privacy without the advice of qualified experts.

Balancing research needs and privacy rights in a self-regulated industry has had its share of challenges. Brands like Tim Hortons, Kochava, Oracle, WhatsApp, British Airways, have all faced class-action lawsuits for grievous mishandling of consumer data at different points, raising new questions about the effective co-existence of privacy programs with ethical and insightful research methods and data management systems. The promise of effective privacy safeguards comes with a promise of equality and fairness for all. and this overarching data subject right must stay central to any code of practice.

We are experiencing a transformation of trust in the new digital economy particularly post the pandemic, and we must ensure that our promises of confidentiality and purpose-limitation to data subjects are adhered to with care and stringency. Recognizing the limits of pseudonymization and the high probability of re-identification are part of today's challenge, where researchers are also leveraging synthetic data among other sources to solve unique problems. Thus, differential privacy marks precisely the study of measures that "protect identity without impairing the research value of statistics" and one that has gained high currency in recent years and will only grow.

Consumer and citizen attitudes play a critical role in defining best practices because as researchers, maximizing the research participant's experience will improve data guality and outcomes that advance their needs and wants while offering meaningful research findings. The 2022 Global Data and Marketing Alliance (GDMA) study establishes that over half of the world thinks that data exchange is essential for the modern economy with a vast majority (across 16 countries) prepared to engage with the global data economy this year. Trust remains the critical factor influencing people's willingness to exchange data, with consumers still feeling that the benefits of data



exchange are weighted more heavily in favour of businesses than the individuals sharing their data with sharp differences across age-cohorts.

One of the biggest myths in privacy and insights is in believing that customer-centricity and privacy-by-design cultures are in conflict. Being customer-centric will automatically spur most organizations to behave in more privacy-aware ways and move beyond obligatory regulatory compliance to high ethical practice at all times. Building market incentives for good practice are far more compelling than penalties for misbehaviour in perhaps the same proactive way as prevention of harm is far better than curing it.

Upskilling Privacy-Aware Insights Leaders

As the concern for privacy soars and privacy enhancing technologies gain stronger

momentum, new opportunities emerge for insights leaders. Privacy engineering, for example, combines the skills of a scientist and an engineer well-versed in privacy frameworks and regulations, even more fluent in technology applications and in the ability to evaluate technologies on the basis of best data management practices. Privacy-aware leadership will put you at the centre of impactful decision-making and insights. Privacy engineering is about the "building and application of privacy techniques as data is ingested, collected, transformed, stored and then used in data science applications". T-shaped skills will continue to adorn the most talented leaders and developing/honing a deep expertise with skill-investments in growing fields is a strong tactic for enduring excellence in the data, analytics, insights profession.

Intentionality will continue to matter and be its own reward in leadership.

According to Daniel Goldman, emotional intelligence (EQ) is the "sine qua non of leadership" today. Without EQ, people can have strong training, or the most incisive analytical minds and they still won't make good leaders.

Self-awareness, self-regulation, motivation, empathy and social skill are the unit components of EQ. We only have to look around us for examples of how EQ will drive ethical decision-making and be at the heart of human-machine relationships in a privacy-centric world.

Uniquely humane empathy will help us stay at the top of the knowledge economy with well-conceived tools, frameworks, machines and privacy enhancing technologies at our disposal / fingertips and not the other way around.

We will earn the trust of all our research participants and clients as privacy leaders in an insight-driven world.



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Behavioral and Emotional Measures

Bob Granito

"We can apply [neuroscience] to market research through the use of technologies such as biometrics to capture heart rate, skin conductance and facial muscle activity."

In an effort to better understand the customer experience, there are innovative technology solutions that go beyond self-reporting to better understand the end user behavior by utilizing the physiological non-conscious response.

Traditional versus Non-traditional Marketing Research

Traditional marketing research methods like focus groups or one-on-one interviews rely only on what a respondent can translate into words.

Self-reporting is a valuable tool, but it is only the tip of the iceberg and this conscious response only represents a small portion of the total brain response.

Adding the subconscious response to traditional self-reporting allows researchers to gather more holistic results.

Emotional and behavioral measurements reveal data that is below the surface.

When researchers can identify inconsistencies with what the respondent is saying that doesn't necessarily correlate to the measurements that are being collected, they are able to dig a little deeper.

Utilizing emotional and behavioral measures can help us better identify subconscious emotions.

Neuroscience Technology is More Popular Than Ever

Everyday, whether we realize it or not, neuroscience is being incorporated into our daily lives.

Wearable devices that capture various physiological responses like heart rate and breathing are becoming more and more mainstream.

We can apply these types of measures to marketing research through the use of technologies such as biometrics to capture heart rate, skin conductance and facial muscle activity.

These measures are all collected through the peripheral nervous system and translate to levels of attention, arousal and emotion.

We can also collect emotional engagement through brain activity directly through the central nervous system.

This can be accomplished through a technology called EEG or Electroencephalography.



Which is Right for the Research?



Tools of the Trade

The more common tools of the trade that are applied to marketing research include facial coding, eye tracking, biometrics, and EEG.

These technologies can be used standalone or integrated to collect additional insights and provide a more comprehensive picture into a customers' behavioral and emotional experience.

Now that we have identified some of the tools, how do we determine which tool is right for a project.

It all starts with a conversation.

The key questions that need to be answered are

- What are your overall research objectives?
- What are you trying to learn from the research?
- What problem are you trying to solve?
- What is your budget?

Once these questions are answered, you can determine which technology is right for the research.

One Size does Not Fit All

Keep in mind, one size does not fit all.

The technologies I have identified tell us different things.

Facial coding will provide an emotional response through facial expressions, eye tracking will tell us where someone looked or didn't look, biometrics can provide levels of arousal and attention, etc.

At the end of the day, we need to be sure that the technology or a combination of technologies are the right fit to satisfy the research needs.



Bob Granito is the president of **IVP Research Labs**, which delivers unique and innovative research technology labs to help marketing researchers gain deeper insights.

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Cinderella in a World of Sample

Danielle Rissmeyer

"With a good sample automation platform, we are provided with the highest degree of quality and security in the marketplace."

SHOES.

There, I got your attention.

Remember a time where you played dress up pretending to own those beautiful glass slippers, just like Cinderella donned at the ball? Or maybe vour favorite shoe moment was when you went on your first pre-teen mall trip and got those Steve Madden Platform shoes for the first day of High School? Or maybe you just dream of being Carrie Bradshaw from Sex in the City and would love for just for a minute, to sit in awe and admiration physically in her magnificent shoe closet?

For some of us, shoes are not as exciting, (Imagine, I know what you are thinking - no way!). Yes, there are some of us that don't notice shoes and think they are just a piece of functional attire to take us from point A to point B. Shoes, whether we adore them or just don't care, we need them to function in taking us places, a true necessity for everyone to get moving.

Sample Automation is a lot like finding the perfect new pair of shoes. Sometimes it's easy and sometimes it requires a little bit of work. I love and crave shopping for sample too, whether it's learning something guirky about human nature from the actual research request or the human interaction when reaching out to a trusted partner. I love drumming up conversation over email and getting them excited for a new opportunity to work together. But sometimes you know exactly what you want, and I don't have the time to doddle with sending out 20 bids.

Shoe shopping is comparable; I don't want to spend a day going to ten stores looking and checking if what I want is even in the store, let alone checking to see if they have my size in stock.

So, I might just have to save time and go online to a Google search. I type in the shoes I want, and in an instant, ten stores and comparable brands come up with various price points, size options, and trusted ratings. All on one page. One click, and I am this close to strutting my step with my new shoes.

Automated Sampling is, believe it or not, the same concept. Instead of individually reaching out to each vendor for the sample audience needed (or in the case of searching each place for the coveted shoes), you can quickly centralize your experience.

You could be saving so much time and leg work in not having to send an individual request to multiple suppliers to see feasibility and costs. You are also not bogging down all your favorite vendors with RFQs of a project that may or may not get awarded.

Back to our favorite part of this - the shoes. Imagine I search for a particular type of shoe, and now I might have multiple options. Of course, I am going to have the major players like Amazon, as the most convenient. Or the ones I always trust and love like department stores Macys or Nordstrom. My super familiar and reliable stores, all compared in front of me.

Or maybe my search takes me to a different regional department store like Dillard's, and now I am exposed to a store that is hundreds of miles away from me, that I wouldn't have thought of (and it's on sale!). I might even get a cute boutique shop that allows me to support a small business and also carries a few styles I was looking for.

Sample Automation platforms just do that, providing us with a convenient and quick mix of our sample buying options. We have the big players that have it all, the unique boutique firms, and other options in the mix as well.

Most of all it is, in a safe place to shop around for sample. I know just like comparing the certified and vetted sellers on Google Shopping, I am being shown only secure places to run my research.

With a good sample automation platform, we are provided with the highest degree of quality and security in the marketplace. We are not getting duped to phony respondents (or knockoff brands of shoes).



One more shoe comparison!

We all know how annoying it is to wait in the long line to ring up the shoes; once you have them in your hand, you are so so close to putting those babies on.

There is always a line, even if we do store pick up. The people, the traffic, and no control of when you are getting out of the store, fuhgeddaboudit!

Of course, there is always that one person in front of you holding up the line. They are complaining how their shoe size is never to be found and why their promo coupon isn't working.

But with Sample Automation, we skip that part. We don't have to wait on anyone, and no one is in the way. One push of a button and you are on your way to getting the project off the ground and ready to run in no time. No waiting to be connected for longer setup or the project kickoff.

Better yet, you can get going when you are ready.

You don't have to worry about working with in the vendor's PM hours of availability.

We can start right away.

So, as I strut and put on some snazzy Sample Automation shoes, I take the walk ahead with some pep in my step.

We can join on the walk, knowing we have real time feasibility, providing us with all our options on one page. It's leading us with a clear concise view with a wide range of Sample vendors.

We also gain a little heel height with negotiated rates, that have fair or even discounted pricing, without having to haggle back and forth.

We don't have to worry about tripping, because the quality checks and security are already built in.

And most of all, when we are in that 4th-quarter crunch time of tapping for bids and projects ready to boogie, we have comfort at our fingertips.

Sample automation provides the quick access needed to get a bid into project launch in little to no time.

Leaving more time to shop — for shoes, of course!



Danielle Rissmeyer is the Vice President of Partner Success at **Zamplia**, an all-in-one, API-driven platform that provides complete visibility between project and vendor, resulting in increased sample feasibility, cost efficiency and quality.

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Contextual Intelligence

Susan Fader

"Don't jump the starting gun when fielding research. Be sure to incorporate a contextual intelligence approach as your starting point."

To begin designing or even thinking about starting any research journey, you need to make baseline assumptions. But with the current emphasis on agile timelines –getting into and out of the field as quickly as possible – usually means little to no time is spent on evaluating if the baseline assumptions used in prior rounds are the right fit for the research at hand.

If you start your research relying on the faulty baseline assumptions, you can end up going down the wrong research path and, even worse, unknowingly end up drawing inaccurate conclusions. For example, before Nicolaus Copernicus changed the baseline assumption from the Earth to the Sun being the center of universe, astronomers were basing all their observations, data-gathering and analysis of planetary rotation paths on a very incorrect baseline assumption that the Earth was the center and thus all their data-gathering and analysis was flawed.

So don't jump the starting gun and launch projects without taking the time to truly reexamine the what/who/where to make sure that the baseline assumptions are the correct ones.

The right starting point

You begin your journey in the right direction by using what I call *contextual intelligence*, which helps make sure the research is designed and executed using accurate assumptions. It will help give you the right starting point and context to frame the research challenge and begin your exploration.

Contextual intelligence has three main components:

- What: the objectives to be laid out
- Who: the demographics of who to talk to

• Where: the areas the research should cover and how the conversation should begin/flow

What: It's all about starting with accurate context

Without taking contextual intelligence and the totality of the overall context into account, you risk behaving like the blind men in the famous parable about their first encounter with an elephant. They are each only allowed to touch a specific small part of the elephant and thus come to very different and wildly inaccurate descriptions of what the animal actually looks like. Contextual intelligence is the flashlight that illuminates the whole elephant.

Who: We need to change how we approach categorization

If we don't understand the complex context of emotions, thoughts, perceptions, and experiences that shape people's thoughts, actions, decisions and impressions then it's quite possible we may be making inaccurate baseline assumptions. It is important to recognize that categorizations/segmentations/ demographic groupings are generally designed to fit potential consumers into structures that meet business-unit needs; they're not necessarily how the consumers see themselves.

When it comes to who we recruit for research we need to incorporate what I call the cognitive demographics component of contextual intelligence, which is about recognizing how people self-define and the personal value hierarchy they use to make decisions versus slotting them into demographic categories predefined by marketers or researchers.

For example, two recruited moms are the same age, have the same number of children of the same genders and ages, have same household income, the same profession, go to the same church and in fact are neighbors. Does that mean they should be grouped as demographically similar? Actually maybe not -since the two moms may perceive their mom roles very differently. One mom's motto was a laid-back "I go with the flow," while the other's was a more helicopter-mom-like "I will do anything for my kids."



From a cognitive demographic perspective, they see themselves as having very different views on motherhood and therefore will make purchase decisions differently.

Where: Sometimes taking a few steps backward is a better way to start the conversation

If it is a qualitative research study, I visualize of the overall structure of the discussion as a long hallway with many doors. Each door is numbered and behind each door is a specific area of questions. A typical qualitative study involves the moderator metaphorically taking the person's hand and exploring each door in a prescribed order. First the questions behind door number one, then the questions behind door number two, etc.

However, if you allow the person to initially lead the discussion, they might go to door nine first, then door four, then to door three or even bring you to a door you didn't

know existed but is integral to their worldview. The journey they take, what they emphasize, what they leave out, etc., can not only be very informative but generate game-changing insights. More importantly this open-ended storytelling structure, where the participant instead of the moderator/interviewer determines how they share their story about the research topic you are exploring, will generate more relevant and deeper insights than a traditional question/answer-structured guide. A bonus is that you can often cover more material because a lot of information is provided in unaided storytelling form, rather than requiring the moderator to ask a laundry list of auestions.

For example, if you are doing a research study on fabric softener and your assumption is that your subject/product is top of mind with respondents because they are heavy users, your concept/new product discussion will be starting from the wrong place. In addition, you will aggravate the research context problem if you start the ice-breaker/warm-up with specific topic questions such as, "Tell me why you use fabric softener" versus a broader question about their personal world of laundry – where fabric softener resides - and see if and within what context fabric softener might come up. By designing your discussion using the consumer's personal worldview of laundry/their personal starting line – whether it does or does not contain fabric softener – then your research design will probably lead you to different conclusions of the viability and true interest in the new product ideas than if you started with a discussion focused on fabric softener.

Conclusion

So don't jump the starting gun when fielding research. Be sure to incorporate a contextual intelligence approach as your starting point to make sure you really evaluate whether you have the correct baseline assumptions before you go rushing into the executional and analytical stages.



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How I Learned to Love Writing Screeners

John Gilfeather

"Writing screeners is like solving a puzzle: How can we ask the minimum number of questions to include all the people we want to include?"

I used to hate writing screeners. I always pawned them off on other people. But now I work for myself, and I had to confront my feelings about screeners. I did this by going back to basics.

Why do we need screeners in the first place? Fundamentally, screeners are needed to let in people we want in the study and to exclude people we do not want in the study. Screeners should be written efficiently, so we are we are not spending time and money on things we do not need. We also don't want to waste our respondents' time.

What are the best practices for writing screeners? Allow me to expound on my top eight.

1. Always start with the study objectives.

These will tell us why we are

doing the study and who are the people we are looking for.

If we are doing a study on a new upscale chocolate brand, we will want to talk to chocolate lovers who have decent incomes.

2. Masking, Lie Detectors, Traps for Bots

For online research studies. especially in the B2B arena, we always must be vigilant in weeding out frauds and eliminating bots. This is simply a reality. For masking, we would not want to simply ask, "Do you love chocolate?" because that would tip our hand. Rather we might ask, "Which of the following foods do you really like, like a little, or really do not like?" The foods could be steak, jambalaya, chocolate, canned corn, and yogurt. There are various lie detector techniques. For example, asking where

people have traveled in the past six months and including in the five options a fictional place or a town so small that almost no one would go there. For detecting bots, there are tools like CAPTCHA available that are widely used, but not perfect.

3. Security Questions

Sometimes there are people we do not want to include in our sample. These could be people who work in marketing research, public relations, advertising, or in the industry we are studying. Again, when this question is asked, it should be masked by a few other industries that are not of concern.

4. Economy/Reverse Funnel

As a general best practice, screener questions should be written in the order that will eliminate the most people early, thus making the screener as short as possible for people who are not qualified. So, if we were doing a study among tall people, we would ask a question about height first and eliminate everyone under 6'6" – or whatever the height parameter is.

5. Know Your Parameters

The objectives might say, "Our targets are mass affluent investors who are active traders and use robo advisors." Dandy. Now we need to define the parameters of each of these concepts.

• Mass Affluent Investors. Is it \$25,000 to \$100,000 in investable assets or something different. Never assume. Make the survey sponsor approves the parameters.

 Active Traders. What specifically defines active trader

 one trade a month, five trades a month? Again, this must be defined.

• Use Robo Advisors. Never assume that people we are screening know what something is. Accordingly, we should ask, "Are you currently using a robo advisor for all or some of your investments – that is, an automated investment management system that uses computer algorithms to build your portfolio and manage your assets based on your goals and your tolerance for risk."

6. Demographics

In the screener, ONLY ask demographic questions that will qualify or disqualify people from the study or are needed to ensure that demographic quotas are being met. All other demographic questions can be asked at the end of the main questionnaire. Key demographic questions include:



• Age. This can be asked in three basic ways: year of birth (sometimes day and month, too), age at last birthday, or age ranges. Many survey sponsors want to be able to analyze the data by generation, so if we are using age ranges, we want to be sure they synch up with generations – Matures. Boomers, GenX, Millennials, GenZ. (For guidance on generation age ranges, go to Pew Research Center. In fact, I would follow Pew's lead on all demographic questions.)

• Gender. Currently, one accepted way is to ask about gender, is to have the answer categories be: male, female, other, prefer not to answer. Some companies include non-binary as an answer category, and I have seen other variations. This is evolving. (Again, see Pew)

• Annual income (before taxes), marital status, state/region, Children at home, employment status

 Race/ethnicity (This is now asked as two questions – Hispanic or not and then race/ethnicity. Again, see Pew.

Best practice: create a file of standard demo questions for quick reference. Even when these need to be customized, it's a good start.

7. Attitudinal Data

Sometimes, we want to screen people not on who they are, but what they think. Or we may want to set quotas, so we get a good mix of people with certain mindsets.

The types of attitudinal data that might be pertinent are:

Lifestyles, Spending, Purchase style, Politics, Experience in category, Advice, Brand preference, Loyalty, Market segment classification questions

8. Key Usage Data

Study objectives may require recruiting people who use category products/services or the client's products /services.

Dimensions may include:

- Client customers and non-customers
- Heavy, moderate, or light usage
- Share of requirements (e.g., 5 out of last 10 purchases)
- Likelihood to switch providers
- Number of different products used in category
- Weekly/monthly/yearly spending in category
- Usage increasing, decreasing, staying the same

Thank you for taking the time to read my thoughts on screeners.

Having worked through all the dimensions involved, I'm having more fun writing screeners.

It's like solving a puzzle: How can we ask the minimum number of questions to include all the people we want to include?



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Intent vs. Impact: The Business of Culture and Inclusivity

Roben Allong

"Marketers and research professionals will need to utilize new thought leadership to connect more meaningfully with today's consumers where they are and tomorrow's where they will be—to stay on trend and sustainable."

Brands, political parties, marketers, and research practitioners that possess an understanding of the intersection of Culture and Inclusivity—where business objectives and intent align with impact—will have a unique advantage.

In the social and economic upheaval that we're experiencing today, the advantage of being more informed and better equipped can help marketers not only meet the needs of the global demography that is evolving but also, more importantly, uncover new growth audiences.

Understanding the Business of Inclusivity is key to expanding knowledge around prevailing cultural and socio-economic influences, why they matter even more post-Covid, and how to harness them to add value to the bottom line.

The transformational effect that culture and inclusivity is having on research study design, data collection methodologies, and insight generation cannot be overstated. Using a combination of case study examples and first-person experiences, this conversation also aims to provide key best practices for brands, qual users, and suppliers to enhance study dynamics and by extension, insight quality and relevance.

What are the drivers of the culture of inclusivity, its evolution, and socioeconomic impact on consumer mindset, behavior, and ultimately, business growth?

First, some background.

The notion of Inclusivity is not a new one. It has been around since the 1800s.

In fact, noted abolitionist, social justice reformer, and revered historical figure Frederick Douglass's speech Composite Nation first delivered in 1869, after America's brutal Civil War, speaks to the benefits of a multi-racial democracy and a diverse, equal America.

While Frederick Douglass was the lone voice of his time, today the notion that has percolated throughout American history recently gained momentum with a series of social and cultural movements such as Black Lives Matter (BLM), ignited as a response to the murder of George Floyd by police officers in Minneapolis in 2020.

Pew Center for Research suggests that the key drivers of Inclusivity are rooted in the changing national demography.

American history is littered with instances of racial and ethnic intolerance.

And as we swing into the 21st century, recent data suggests that the number of people that identify as White Americans declined by 5.1 million between 2010-2020.



While that group is still the nation's single-largest ethnic or racial group today, America is on track to have no ethnic or racial majority by 2040.

According to research conducted in 2015, one-in-seven infants born in the US were multi-racial or multi-ethnic, born into households with both parents of different races.

Those children who are now seven years old make up Gen Z along with those born ten years prior, in 1995.

They are at the forefront of change whether challenging gender norms, advocating for social justice, and equity, or pushing the boundaries of digital socialization and, consequently, innovation.

So what does this portend for the business of research and marketing? For brand bottom lines?

To meet the emerging needs brought on by the aforementioned changes, and remain competitive, research professionals and businesses will need to augment their qualitative research toolbox with greater expertise in the business of Inclusivity. Whether it's a solo practice or a large, global insights team that operates across industry verticals—it's imperative to continue to build on existing foundational knowledge with evolving best practices and real-world insights in order to generate measurable results and add value.

And as this emerging sociocultural movement gains momentum around the globe, marketers and research professionals will need to utilize new thought leadership to align business intent with impact—connect more meaningfully with today's consumers where they are and tomorrow's where they will be—to stay on trend and sustainable.



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Investment in Data Quality

Vignesh Krishnan

"Clients and suppliers together participate in the fidelity of the final research. As such, all participants in a complex ecosystem have responsibility and ownership of the final delivery."

Research is not a commodity

A commodity can be defined as a raw ingredient or product that is an input into various other refined products and meets a minimal standard. Another technical definition of a commodity would be that these products can be physically delivered and be traded as part of a fund or in the futures market.

Taking that analogy, research needs processing, and the processing of the ingredients needs time, money, and resources to ensure a high-quality product.

As far as data, research, and sampling goes, taking the commodity analogy to its full extent, we can perhaps say that only the basic demographic information (demos) is a commodity in that sense. Demos are the only real input that is relatively consistent going into different forms of research, Quant/ Qual and Online/ Offline.

Anything beyond demos is not a commodity and needs to be processed to ensure that we are meeting a client's end goals. As such, any individual/ team/ company who is responsible for a form of research or data delivery would need to invest time or resources into their methods of data refinement.

Research Industry and Technology

ResTech is an acronym for Research Technology. In any technology, consistency is a vital element. Almost every single designer, manager, and software engineer would want the business rules to be consistent. repeatable, and hence scalable.

On the other hand, research, almost by definition, means we tend to focus on new aspects and areas to investigate. As such, consistency is not a ready ingredient in our industry. In that sense, the research industry can be likened to the strategy and consulting industry, which envisions features, products, and methods of delivering value.

As an industry, we are in an interesting position of straddling the desire to scale but also having to manage the ability to take a specific and nuanced approach to every single survey and even survey response. This seeming tension can lead to great outcomes for companies who manage the balance, but also risks for companies which are not taking into account the pitfalls of rapid scale without investing in basic technology infrastructure and data quality. What this means is that managing the integrity of the output needs scalable investments. and simultaneously needs to ensure the needs of nuanced cases.

Nevertheless, we seem to do it well. Our industry continues to grow post pandemic, with significant investments in in companies, as well as in technologies that fight against fraud and improve data quality.

Data Quality Investments

So, what can these investments in data quality be? Investment can take any form – the simplest form of investment for data quality is the line-by-line data processing or data refinement are data cleaning practices. In short, a researcher or operations team member goes row by row to each data. Open-ends are likely the easiest way to notice potential discrepancies or fraudulent, but there are surveys in which that open ended option is not available, which further complicates the task of data cleaning.

In this situation, we are basically investing time human resources and time to solve the problem.

Technologically speaking, we can have other avenues to automate the fight against fraud. While human intervention can still likely outperform the automated checks on an individual level, the best outcome in any industry almost alwavs includes technology.

At a very basic level, we can use the digital fingerprinting checks, and other forms of machine identity checks. These are the vanilla versions of the check which prevent fraud and duplication. Taking aside the former for a moment, duplication is an unintended outcome of heavy programmatic distribution of sample. As our industry is more "wired" and a variety of software applications are 31



tracking individuals of similar demographics and sending them into the best performing surveys. As such, it is a very common problem wherein an individual gets invited into the same survey, multiple times from multiple sources, even if they were not intending to take the same survey.

Now, if we include fraud as an additional variable, then this form of machine identity becomes even more relevant because most fraudulent behavior does come down to the machine of usage. Any machine that is "geared" towards fraud will have specific and unusual settings which include international IP spoofing, various kinds of proxy servers, and being part of a pool of nefarious VPNs.

Other forms of checks include text analytics, professional survey tracking and other direct checks.

Finally, we can also implement a series of quantitative checks or blanket rules. Some of these rules can include minimum length of interview (LOI) times, tracking red herring, or some combination of attention checkers designed to weed out fraud. As with all rules, we need to find the balance between overloading the respondents. In short, we need to find just the right balance between detracting the few cheaters but attracting the majority of the good respondents.

Ultimately, the disclaimer here is that none of these simple or complex processes or technologies are "the" answer. In a complex system, the answer to any problem is usually complex. Part of the research itself is to find the balance and consistency in an ever-inconsistent world.

Data Quality Owners

Clients and suppliers together participate in the fidelity of the final research. As such, all participants in a complex ecosystem have responsibility and ownership of the final On the supplier side, there is a higher cognition of the inputs - i.e., the responses, respondents, and sources themselves. The supply side typically also has more direct access to technology solutions to help scale data quality automation, which the path or combinations of paths taken above.

On the buyer or client side, the researchers are closer to the longitudinal outcomes of the research, both from historical data as well as from individual/ smaller tests. Data and outcomes can (and should) of course change, but they should change for the right reason – i.e., the depth and quality of new insights.

These responsibilities are, by nature, different. And each party has a strong responsibility in their appropriate area.

In summary, yes, delivering high quality data is a significant time and resource investment. Then again, data is not a commodity.



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Multi-mode Methodology

Steve Male

"As research continues to evolve and our target audiences become more fractured, multi-mode methodologies will become more and more important as any one methodology will no longer be sufficient."

We've all heard that familiar phrase, "always use the right tool for the right job." That phrase is mostly attributed to DIY weekend warriors, but the same rule of thumb can be applied to our work in market research. Whether it be utilizing an online panel with pre-recruited and validated respondents, or dialling a registered voter list, each methodology has its own strengths and weaknesses and benefits for use.

It's important for us as researchers to understand the practical benefits of each methodology and to start thinking about how each of these methodologies can be used in co-ordination with one another to give us the best possible recruitment approach.

The limitations of single methodology recruitment

As an industry we've tended to think about respondent recruitment as a tale of two methodologies, on and offline. Online being cheaper, faster, a quick convenient look as a snapshot of consumer wants and needs. Offline being slower. more costly but generally more driven by quality as respondents are being randomly sought out as opposed to pre-registering themselves. Each methodology has dedicated camps of supporters who swear by its approach, but as research evolves and the granular level of consumer required grows in scope and size, one thing has become apparent, a blended approach is needed.

What do we mean by multi-mode?

A multi-mode study is any study that utilizes a minimum of at least 2 recruitment methodologies. An example of which might be, sourcing consumer sample for people who purchase consumer packaged goods in West Virginia. Depending on your N size you may need to recruit from multiple methodologies to fill your quotas. You may start with several online panels but then find out that there is insufficient sample to fill the entire quota so you may need to dial consumers at home to fill out the remaining quotas.

There are several benefits to this approach outside of the obvious one being able to fill all of your project's quotas. In addition to completing the project you also now have a more representative sample set. Each methodology skews in age, gender, and regional composition so by combining the 2 you now can be more confident in the data that you've collected as it's more representative of the population as a whole.

The other benefit to a multi-mode approach is that not only are you eliminating demographic skews, but you're also minimizing recruitment bias. Each panel or list source has been recruited from a specific channel or source, i.e., a panel created from a loyalty list will have a higher representation of users of certain brands, will be generally more affluent and will skew towards being the primary grocery shoppers of their household. Utilizing multiple methodologies will ensure that all of your sample isn't being recruited from the same sources and will help remove any inherit recruitment bias that might be inadvertently injected into your data.

How do we leverage multi-mode data collection?

As researchers continue to try and find more niche consumer audiences, the need for segmentation and granular profiling grows in size and scope. Standardized profiling is become less useful, and more and more we are relying on self reported screening amongst the general population to find the audiences we're looking for. I would categorize this profiling into 3 unique categories:

- Respondents who performed a specific action or task (i.e., purchased a product the last 3 months, visited an online website etc.)

 Respondents who have a specific interest or hobby (i.e., avid skiers, coach rep hockey)

- Respondents who have a specific demographic attribute and are under-represented in large scale database or panels (people who live in rural areas, high net worth individuals etc.)



For each of these types of audiences, a multi-mode approach is an opportunity to leverage the strengths of multiple recruitment sources to go above and beyond standard profiling.

Multi-mode a practical example

Let's say that you're looking to interview 100 people who recently shopped at a large grocery store in New Mexico. The study requires a good representation of stores in both urban and rural markets across the state, it also calls for gender, age, and income splits to ensure the sample frame is a robust representation of the target audience.

We'd start off our sampling by engaging with online panel sources as they're relatively inexpensive and have good representation in urban areas. Once those quotas have filled, we'd look to engage a secondary methodology such as in person interviewing that could be deployed to larger grocers in more rural locations.

To ensure an appropriate representation of younger consumers we could leverage social media advertising with a call to action to take part in an engaging survey.

We could also send push notifications to consumers who have installed an app in advance showing a willingness to participate in paid research studies.

Depending on the exercise and required survey inputs, we could also look at hybrid methodologies.

For example, we could dial a list of individuals living in a geographic market but then ask permission for them to allow SMS messages to see visual elements that would not be visible over the phone.

Benefits and Usage

Multi-mode methodology allows us to maximize the benefits of any one methodology and to limit its weaknesses, including but not limited to pricing, targetable variables, and the ability to take part in various exercises.

As research continues to evolve and our target audiences become more fractured, multi-mode methodologies will become more and more important as any one methodology will no longer be sufficient.

We need to start thinking more about where and how to reach out to our target audience and less about being methodology dependent and factoring into our programming and survey design how we support an agnostic approach.



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Never Take Numbers at Face Value

Bethan Blakeley

"Question everything. Relate numbers back to something more understandable to see the entire picture. Think about where the number has come from, who created it, what it's based on, what it's showing you, and what it isn't."

If you know me, you'll know I love a good rant. One of my many bugbears is the perception of statistics, mathematics, and just numbers in general, in the wider world. I've worked with data and numbers for most of my life, in many guises – from a data scientist, to a Masters student, to a tutor for six-year-olds.

The most common problem, which is so common it is a well-known joke, is: "I was never any good with numbers, there's just no point trying with me!" So many people I come across instantly shy away from anything vaguely representing numbers, claiming they're too hard to understand. It's a real problem, and it needs fixing.

Enter *The Tiger That Isn't: Seeing Through a World of Numbers* by Michael Blastland and Andrew Dilnot. This book has been recommended to me time and time again, and I can agree it's worth the hype. Its premise is that 'we all know more than we think we do', and that with a little common sense, numbers aren't scary if you follow some simple rules to help understand them.

I've taken a few of my favourite rules and outlined these below, but more detail, finesse and humour can be found in Blastand's and Dilnot's read.

Define your peas

Counting seems simple when you are counting things that are simple to count. But, in real-world examples, we aren't counting simple, whole, discrete things, and are in fact counting mushy peas rather than your spherical garden variety. More often than not, we're taking things that are difficult to define, and are squishing them into neat rectangular boxes so they can be counted.

Definitions can be difficult. Thatcher's government, for example, changed the definition of unemployment 23 times. At first glance, you might think defining unemployment would be easy – do you have a job? Yes or no. But what constitutes a job? A full work week? How long is a full work week? What if you volunteer? What if you're on an unpaid internship? What if you're on furlough, or have just been made redundant, or work in live music and don't have a contract?

If it has been counted, it has been defined. Check your definitions and know what you're working with.

Size matters

Quite often, especially in the public domain and in the media world, numbers with a lot of zeros are thrown about

without much of an explanation as to what those zeros actually mean. One of the first questions for anyone when confronted with a number should always be 'and is that a big number?' To answer that question, we need to know more about that number.

Numbers relating to public spend, government figures or populations will likely always look big. But are they actually big? Divide the spend over the number of weeks or days, and the number of people. It might not seem so big now. Six may seem like a relatively small number, unless we're counting the number of times someone has been diagnosed with cancer – in which case, it suddenly seems quite terrifying.

Blastland and Dilnot sum it up nicely: "Our default position should be that no number, not a single one of them, is big or small until we know more about it."



Averages are not typical

The definition of an average, according to Google, is: 'a number expressing the central or typical value in a set of data.' While this may technically be correct because of the 'or' in the middle, it doesn't help the widespread notion that an average gives a good indication of the wider dataset. Most of the time, it's quite the opposite.

My nana, a proud, patriotic Welsh woman, frequently jokes: "On average, Wales is bigger than England." Whether or not this is true, I don't know. But the idea is an important one. Taking the average of a group of numbers hides the ups and downs (in this case the glorious Welsh mountain ranges) and makes out like everything is flat. Life is not flat. Wales, I can guarantee you, is not flat.

On average, the colour of a rainbow is white. However, white does not portray the 'typical' colour seen in a rainbow. In fact, especially when dealing with areas such as wealth and populations amongst others, there is so much variation and so many people at each end of the scale, that the average 'typical' value is anything but typical.

When presented with an average, think about what the data is showing you. More importantly, think about what the data is not showing you. While I don't have the time here to go through each of the notions presented in the book, I do recommend you look it up and see for yourself. However, these rules all have one idea in common – never take anything at face value. Question everything. Relate numbers back to something more understandable to see the entire picture. Think about where the number has come from, who created it, what it's based on, what it's showing you, and what it isn't.

Too often, the media, the government, and even Bob-from-down-the-road throw numbers around, never expecting anyone to dig any deeper into them. Develop your digging skills and trust your instincts. It's amazing what you can uncover when you dig.



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Translation Technology for International Research

Ruth Partington

"TransTech can be applied as part of a holistic approach to increasing process efficiency and effectiveness in international research, with huge time and cost savings to be had as a result."

When I first looked into Machine Translation 25 years ago, I was the bright-eyed owner of a new translation agency – and I was hooked.

Here was a holy grail; symbol of a new era in this millennia-old translation industry. Like marketing researchers laying down their clipboards and vacating shop exits, could translators finally renounce their pens and paper in favor of algorithms and automation?

Little did I know, I had started my journey on the Gartner Hype Cycle. I soon experienced the 'peak of inflated expectations', only to fall dejected into the 'trough of disillusionment'.

Fortunately, my opportunities to optimize translation technologies arrived alongside some of the field's biggest breakthroughs to date, coming from the likes of Google and Microsoft. After a swift and painless 'slope of enlightenment' in the '90s, I have since dedicated my time to optimizing translation technology specifically to produce accurate and actionable multilingual insights.

Here is my 2022 guide to using the latest 'TransTech' in global research.

Neural Machine Translation (NMT) Engines

A Machine Translation Engine automates the translation of words and phrases from one language into another. It's not to be confused with Artificial Intelligence or Machine Learning, ways of developing this automation process. Despite mass digitization and historical developments in Al and Machine Learning over the past few years, the most recent breakthrough in Machine Translation was way back in 2015 – a testament to the huge limitations when automating something as nuanced and unregulated as language.

The breakthrough was Google Translate. Google swiftly developed and democratized Neural Machine Translation (NMT), which uses artificial neural pathways to predict word sequences or sentences across languages.

More than this, Google opened up this non-ringfenced version of their NMT software to the world, which resulted in continual machine learning from millions of daily users.

Any experienced global researcher will know Google Translate is a false economy in international research because of the sub-standard quality produced, even if used only for a small portion of a survey. Entire datasets can be skewed from the mistranslation of just one word. The crux is that NMT is unable to contextualize, which is especially important to research.

Another – lesser-known – pitfall of using free NMT engines is data security. Because the free version of Google Translate is not ringfenced, researchers strictly cannot use it for translation of responses which may contain participants' personal data without breaching data protection laws. Any use for survey translations also results in non-compliance with ISO 20252 (Clause 4.5.3.4).

So, given all its limitations, where is NMT most valuable to us?

Only adopt ringfenced Machine Translation for low-risk, open end response translations that will not be published. Bring in human 'Post-Editing' if needed to attain required quality levels. NMT can be less effective for certain language combinations where the grammar and characters are very different, e.g. English > Japanese.

Translation Memory (TM)

Unlike Machine Translation, Translation Memory is bespoke to your specific work. It is a bank of previously translated sentences ('segments') that can be applied to future surveys through a Computer-Assisted Translation (CAT) tool. These banks are often grouped by your individual clients or related surveys, and complemented by a Termbase of specific terminology/words.

Additional initial cost of producing translations

Savings with translation memory

The horizontal line represents the static cost of producing translations over time without translation memory.



Quantity (the number of words translated)

It is easy to assume TMs are a fail-safe shortcut to quick, cheap translations. The reality is that they are an investment, and not a catch-all for every study. TMs are best applied when built for each of your clients, or at least by grouping similar studies, otherwise there will not be enough syntactic matches to make application worthwhile.

A basic cost-benefit analysis of adopting Translation Memory shows that it takes consistent effort to see bottom-line results from TMs, even in industries that do not rely heavily on context and nuance as research does.

Moreover, TMs get 'dirty' (official industry terminology) as approved translations are added to the bank and become mixed in with similar translations. They must be regularly maintained and 'cleaned' by a specialist linguist or they will produce incorrect translations.

Set aside budget and time for TMs to be built and maintained by a specialist. Ensure they are applied to similar projects, or built per client, and used mainly for standardized surveys that use repetitive or straightforward language.

Multilingual-Capable Research Technology

A growing trend is building multilingual capabilities into existing 'ResTech' (research technology) for unstructured data, such as Al-powered response coding platforms like Codeit, and audiovisual captioning software like Sonix. Enhancing ResTech with multiple languages works well because there is no need for translation. The software functions are instead built to perform in another language, in the same way that they were built to perform in English.

The purpose of 'TransTech' in research is to optimize speed, costs and linguistic consistency. There are countless efficiencies to be had in these areas while also enhancing quality and security.

It has been proven that researchers can gain 50% time savings on the time-to-market of multimarket surveys by focusing on existing technology-driven processes and their 'Functional Effectiveness' (i.e. operational efficiency for optimal functionality). The key lies in establishing Standard Operating Procedures between your research/data analysis teams, and your translation team/agency. Map your localization touchpoints, and assess each stage of the process for technological efficiency.

Unfortunately, there is no 'magic wand' when it comes to automating translation itself for global research (yet!). Instead, there is still significant hype around Machine Translation making things cheaper, but the best it can do is make them quicker. In the worst cases, it can cost you dearly to repair the damage of poor-quality translations.

However, I have personally seen how TransTech can be applied as part of a holistic approach to increasing process efficiency and effectiveness in international research, with huge time — and cost — savings to be had as a result.



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Why Surveys Need to Be Conversational

Kathy Cheng

"Conversational AI creates surveys that adapt to participants' answers and probe for richer feedback. Done right, conversational surveys get better engagement, more considered answers, and higher-quality data.

If you've been to any market research conference in recent years, read the MR press or conversations from researchers in online forums, you will be aware that declining data quality is a significant and growing problem.

Our industry has been taking action, from increasingly sophisticated quality checks to software specifically designed to clean out bots. Yet the problem of poor-quality data persists.

I believe it's because the efforts have been focused on the symptoms, rather than the root cause of the problem. Imagine; if survey participants had a more engaging and enabling survey experience that meant they'd pay attention and be able to provide thoughtful answers, would you be as worried about data quality?

Over the last 20 years online quant surveys have become more automated and faster but the rigid participant experience has remained largely the same. We need to change that. New technology and AI make it possible to have conversations with survey participants, or people, at scale.

If you think about it, conversations are everything that surveys aren't – engaging, two-way, emotional, sometimes surprising and, ultimately insightful.

What is a conversational survey?

Wait, you might be thinking, there have been more and more businesses and people in the industry doing great work in improving the survey experience, such as providing hints and tips about how to write better survey questions, designing surveys through gamification, using a chat interface, etc. So what exactly is a conversational survey? How is it different from a traditional survey that employs these recent improvements?

I'd say there are two fundamental differences.

First, the deep technology involved – conversational AI. Conversational AI leverages the latest advances in machine learning and natural language processing to create compelling conversational experiences.

Conversational AI uses a chatbot to engage participants in a conversation, whether the questions asked are close-ended or open-ended. Effective conversational AI for market research enables the chatbot to ask good follow-up questions, so that survey participants feel heard and appreciated, and are inclined to share further thoughts. The experience also mimics the way in which people spend most of their time interacting with others online, especially on mobile, for example through WhatsApp conversations – they feel at ease.

Second, a shift in our mindset – putting the human at the centre, which for market research means making our most precious resource, survey participants, truly valued. Only when we create intuitive, meaningful and delightful experiences for our participants, do they become collaborators and co-creators, rather than "respondents". We converse with our participants, listen and hear their own voice. In return we receive insights that can help build stronger brands and businesses.

People respond to surveys, but they participate in conversations. This isn't just semantics, it's a big shift in mindset. With the two-way mindset, we focus on not just asking but also listening. With the commitment of putting the human at the centre, we create conversations that are both engaging and enabling.



To summarize, Conversational AI creates surveys that adapt to participants' answers and probe for richer feedback. Done right, conversational surveys get better engagement, more considered answers, and higher-quality data.

How to do conversational surveys right?

I'd like to share a few tips to build truly engaging and enabling conversational surveys:

- Good listening and show it: Chatbots create the impression that someone is listening. Participants say it motivates them if they feel they are heard. Appropriate acknowledgment and segues throughout the conversations are effective ways to show good listening. Smart follow-up questions show that the chatbot understands and cares. It also conveys the importance that the participants should think harder, too.

- Build rapport: We call questionnaire design 'chat scripting'. If we ask the right questions, using the right language and the right tone for the right audience, then we know they will reciprocate with insightful responses. We know that the extra effort put into scripting pays off when we receive vivid consumer language in return.

- Interface matters: We need to create an interface to support both open-ended and close-ended questions to optimize the chat experience and research outcomes, but, of course, the close-ended questions need to be designed to fit the chat. There's an ocean of opportunities to create smart conversational choice questions. - Use projective techniques: Projectives are not proprietary to qualitative research. They are also called "enabling techniques". Don't you think this is also needed, if not even more so, in an unmoderated environment such as quantitative surveys where we try to elicit opinions in consumers' own words?

- Finally, come back to the basics: We often need to remind ourselves why we need conversational surveys or a research chatbot in the first place. To us, chatbots allow one-on-one attention, regardless of the number of people we are chatting with. One-on-one attention is what's lacking in traditional survey research and is fundamental to engagement and data quality. This is a useful guideline to always help us stay the course.

What does this mean for you?

Unless you are turning a blind eye to quant data quality issues, the benefits should be obvious to you:

Conversational surveys bring our survey participants a much better survey experience. Researchers receive better quality data and deeper insight. Better quality data and better insights lead to better decisions that will help organizations prosper.

So, let's do surveys right and let's get conversational, shall we?



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