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GAME CHANGERS



CELEBRATING 21 YEARS OF MrWeb



So here we are with the Data Visualization special issue at last. The late, late arrival reflects in part its popularity - we've had to add an extra sponsorship and leave extra time for all the companies and individuals that wanted to contribute, and we've broken through the 100-page mark to give you a feast of articles on data viz and a few subjects we think are closely related.



We're absolutely delighted to boast Ipsos.Digital, the global group's self-service software division, as title sponsors, and to have its CEO Andrei Postoaca joined by Ipsos co-founder and Chief Exec Didier Truchot writing twin introductions for us - see the following eight pages.

One of the joys of producing these special issues has been the feeling, at the end of each, that I know so much more about each topic than I did to start with. In this particular case, the process has given me a more open mind about what to include under the heading of data viz - I confess I had results / presentations to clients very much in mind when we started, but now I'm more aware of the need to display and visualize things all through the research process. This is partly because we are leaving behind the old notion that we are commissioned, go away and do a study, then come back and report it: things are now faster, more iterative, with more client contact and often the need to pivot in mid-course, as well as bringing in findings from many sources. It's also partly because research practitioners - suppliers - are far more likely to find the insight and push the work in the right direction if they themselves can see results clearly, aided by software which helps them visualize things mid-study. This extends right the way back to help in choosing and phrasing questions (see Ipsos article end of section 4), and takes in video analysis tools (Carl Wong, section 2) and collaboration aids (Toluna, section 4, and others).

In addition to all this, we've found room for plenty of 'pure' data viz thinking, from best practice guides by E-Tabs and Confirmit, to discussion of design principles and choices by Motif and Highlight - turn to section 5 for all this. We have also taken the opportunity - now that everything's Zoom and Teams - to publish one of the podcasts this time as a video, and next time there may be more. By the way, if you find any podcasts not yet live, check back in a week or so and you'll find the proper link.

Please let us have your feedback on the publication, and do get in touch with our advertisers and contributors for more information. Thanks for reading - the two previous issues are now approaching 10,000 views and downloads between them - and for helping us to celebrate our 21st in style. With MrWeb started in late 1998 and DRNO in early 2000, we reckon we can drag out the party for a while yet...

Nick Thomas, MrWeb

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FINDING CLARITY IN 2020



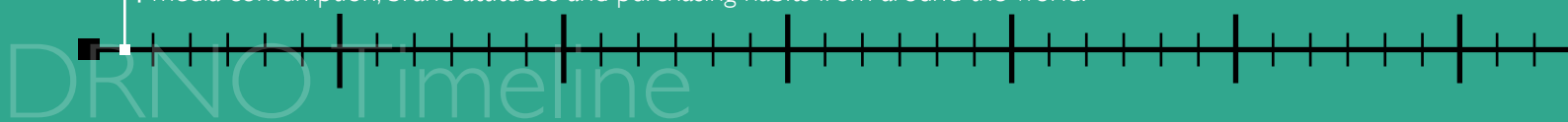
Didier Truchot, Ipsos co-founder & CEO opens our special issue with an upbeat message for the industry, and picks a key trend and technology for us to watch.

Based on an interview with Nick Thomas and Andrei Postoaca, whose own introduction follows.

Nielsen Sports Launches Fan Insights Platform

Oct 3 2019

Nielsen Sports has launched an online platform to provide a view of fans' interests, media consumption, brand attitudes and purchasing habits from around the world.



On Covid

So, 2020 has been a strange year, and much has changed, although for myself I have been into the office every day - the idea that most people want to work from home is mostly an Anglo-Saxon fantasy! Human beings are social animals, built to be connected: normally our social life is diverse and rich, and I don't think that we should let that go. Of course now there are some difficulties, we need to fight the virus but the shorter this period, the better it will be for business - and not just for business.

During this crisis we have developed different channels to keep the link as much as possible with our staff, and personally I'm in great shape because I don't have to travel now! Having said that, I think that I will start to travel again at the beginning of next year because there are a certain number of countries where it's very important for the senior people in particular to see their boss. Ipsos has offices in more than 90 countries, in 200 cities across the world, and of course I can't travel everywhere, but if you want to work with the Japanese for example, meeting in person is important - and it's true for many other countries. Having a good dinner in Tokyo before moving on to a karaoke bar is important! You can't have a karaoke by Zoom.

...well, you can of course... we should try, a global karaoke!

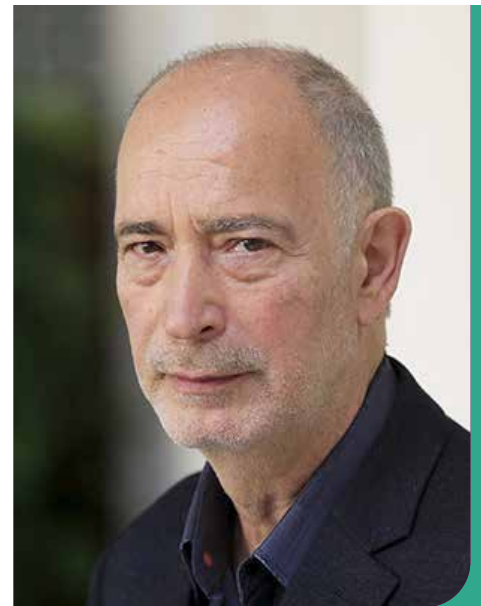
On our side we are also moving - for instance the platform that Andrei is developing at Ipsos.Digital is not just about insight, it's about delivering quickly

in the right way a lot of information to our clients without necessarily having to spend a lot of time developing added value human-based services, so what we are trying to do is offer to our clients any kind of service that they need to measure and understand people - this is our mission. Around that we are of course keeping - and developing as much as we can - some great research teams, but we are also developing systems, tools, platforms... to produce and deliver the right set of accurate information in an efficient way.

On Data Viz: Responding to Clients' Need for Clarity

On to data visualization, the focus of this publication. Do we tend to let down our otherwise good work by presenting it with tedious tables and blunt charts? From time to time, I am myself a victim of that: I spend a significant part of my working hours with teams talking about their plans, looking at extensive analytical decks. But only a few pages are dedicated to What we should do next.

It all starts with who chooses this industry: they are very good researchers and technicians, they want to spend most of their time analysing and describing - putting things in order. But when it comes to What do we do next - and How do we present the results - this is when, probably, they have lost their energy! So we need to have another team to spice up the reporting, employing different people. While our core mission is to provide our clients the right set of data, it should be done in a way that it captivates



Didier Truchot,
Ipsos co-founder & CEO

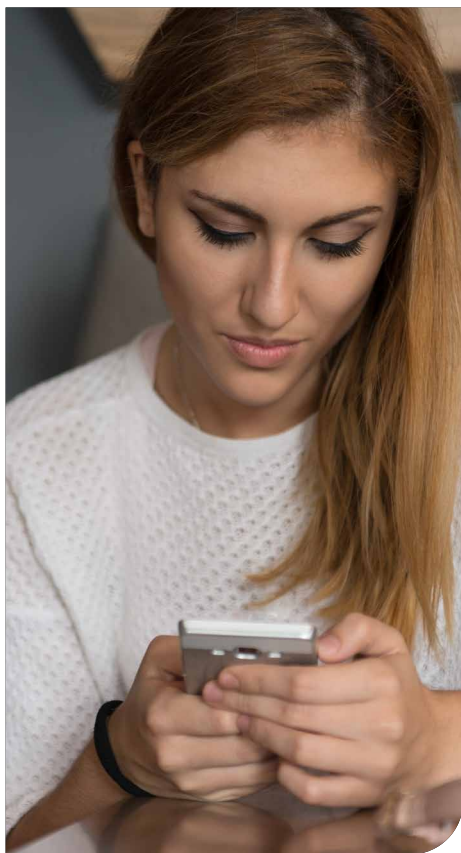
Didier Truchot co-founded Ipsos in 1975 with Jean-Marc Lech, and as global CEO has grown the company to 18,000 employees in 90 markets and 200 cities - one of the three largest research groups. Ipsos was voted #1 firm for innovation in the GRIT industry survey in 2019 and 2020.

There are so many questions right now with so few answers that the need for what we do is increasing.

Dynata Unveils Connected Insights Platform Oct 16 2019

Dynata has launched a platform integrating market research, advertising and marketing solutions which it promises will simplify 'every step in the insights lifecycle' - from audience selection and survey creation to analytics and reporting.

Clients are getting used to nicely presented data - mobile phones, larger TV sets - and this is raising expectations. How we give info to our clients, how we disseminate this info, how we link this info to our businesses is of course becoming increasingly important.



the attention while helping clients' understanding and decision-making.

Clients are getting used to nicely presented data - mobile phones, larger TV sets - and this is raising expectations. How we give info to our clients, how we disseminate this info, how we link this info to our businesses is of course becoming increasingly important, and the reason it's becoming increasingly important is because of the profusion of data that our clients have access to, which of course creates a need for clarity.

When you have many different sources of data you need to understand at the end of the day what is important and what is not, what you should look at and why, and what does it mean for you. I always use this image: the US President every morning receives a memo from the intelligence community about what is going on in the world - it's one page. And why this page is important, is because the US government has access to the work done by 8 or 9 different intelligence agencies - so there is a need to have one page which summarises what they are collecting and discovering - if not, it's too chaotic.

Our clients are the same - they have access to many different sources of information. This abundance creates a very specific need in terms of integration, curation and we are challenged by our clients to bring clarity.

Real-Time Information

Of course there is no reason why we shouldn't be able to deliver day-to-day information. Let's go back to the pandemic for a minute - the situation is evolving every day, every week, so

it does not make any sense to look at what people thought one month ago. For example today there is a rumour that we will be closing the bars and restaurants again in Paris, during the weekend or after - this would be a big shock for everybody. I believe that most of what we do should be done on a day-to-day basis, and then of course there are other problems which may need some time - if you have to help a fast food company to think about what their market will be in 3 years' time, then of course you cannot do that in a day - you need to take the time to build teams who can work on it.

But for many, many types of information it's not just that speed is essential, this is the minimum that we should offer to our clients. We do that already in some areas and have done for a long time - in political research a poll is released in a short time: in the hours after the debate between Biden and Trump, we give information about who has been convincing, who has won who has lost, that's something that you have to do from one hour to the next. We should never limit our ability to work quickly.

Pick a Technology to Watch

I believe the most central question for us is how we use more broadly AI in our industry, because the truth is that AI is able to solve an important problem: finding what is relevant in the vast amount of information that everybody has and nobody knows what to do with. Having said that, when the world is very much disrupted as it is now, AI is not so useful, because you cannot learn from the past what the situation will be in a year from now.

Geronimo Buys Aus Analytics firm Data Hatch

Oct 17 2019

In Australia, mobile customer experience specialist Geronimo has acquired data science and analytics company Data Hatch. Terms of the deal have not been disclosed.



For the Future

One of the most important advances in the world in the last 100 years has been the development of education, so if you look at the percentage of young people who are able to write, to read and other thinking skills, it has been probably multiplied by ten in 100 years, so around the world in any country there are a lot of well-educated young people. We should look at that as an opportunity because it may not last forever - the decrease of the birthrate might mean that in 50 years from now there will be fewer young people to work in companies where the quality of people is central.

It's so important to be confident in what we do. I have never seen an industry with so many people predicting that everything will die, everything is awful - I don't know why it's like that! There are so many questions right now with so few answers that the need for what we do is increasing. By the way when I look at our sales numbers, since June it's higher than what it was last year - June, July, August and September we are moving into positive territory: of course because we had 3 bad months the year overall will not be as good as it should be, but we are back to a growth trajectory, explained I think by our position in the market and our confidence I would say that what we do is important. It is useful.

We are more valuable than many others - when you look at what the consulting firms are doing, they are cleverer than us in how they sell their services, but I can tell you that in many cases they are much less useful than us. So I would like to communicate that to everybody, and to have more of my peers starting to think about it and to be more aggressive not just between us, but to the rest of the world. ■

Interview 1st October.

Merkle Launches 'Archie' Scalable Analytics Solution

Oct 29 2019

In the US, data-driven performance marketing agency Merkle has launched a solution called Archie, providing users with cross-channel media and marketing insights.



VIEW IT YOURSELF

By Andrei Postoaca, CEO, Ipsos.Digital

MaritzCX Launches AI-Based Product Suite

Oct 29 2019

In Australia, customer experience management software and solutions firm MaritzCX has launched a suite of products that use artificial intelligence (AI) to help clients derive more value from their data.



Developing a DIY research platform for one of the world's biggest and best known insight groups presents data visualization challenges all along the way, giving Ipsos.Digital CEO Andrei Postoaca a bird's eye view of what's happening in terms of technology and trends.

Setting Out

Although only formally launched about a year ago (<https://www.mrweb.com/dmo/news28874.htm>), our self-service research platform Ipsos.Digital has been in development for more than two years, giving us time to build a platform from the ground up, but also acquire a number of great companies whose solutions complement what we're doing. Two of these, Askia and Data Liberation, are focused in their different ways on data visualization and there's more about them below, but there's a data viz aspect to every part of our work.

From the start, we had a very clear strategy of what we wanted to build. Didier has talked about some of the global changes driving the demand for better visuals, most notably the sheer proliferation of data - and clarity is definitely one of the key challenges in their design. On the pages of this supplement you'll find plenty of views and examples to illustrate the balance that must be struck between simplicity, intuitive interface, powerful features for advanced users, integration with other packages, and sheer impact / 'beauty'. In an ideal world, all visuals would measure up in all these respects, but there's also plenty in the next 100 pages or so about the 'horses for courses' approach - different priorities in visual for different clients / users, and for different stages of projects.

One of my own unit's key targets is to make applications so intuitive that you don't need training but can feel comfortable step by step. At the end of the day, any software that requires a lot of training is not very good software. Obviously that's a target you never really reach: there will always be the necessity of some training and hand-holding, not necessarily because the application is not intuitive enough, but because people feel more comfortable if hand-held initially. One important KPI is the time spent on the first interaction with a client on the new platform; and another is 'How Many times do I need to interact with that client?' If they want to run a second study on the platform, a similar study, do they still need help, or are they now comfortable with the platform? We're seeing that on the 2nd and 3rd project they are almost not asking anything any more - a good result, but we then work on the initial flow to make it even simpler.

Buying In

Two very good acquisitions have helped us speed up the development of Ipsos.Digital and brought great technology. We bought UK-based Data Liberation about a year ago to speed up the reporting parts of our solution: they have a nice way of getting a dashboard out directly after fieldwork is done, a dashboard, cross-tab and native PowerPoint tool - very neat, and we've integrated this as the reporting part of the DIY platform.

While building that in, we also started discussions with Askia, who were looking to grow and to become the builders of the industry standard software. We loved the idea and we know there is a necessity for it, so we started a collaboration, bought a majority stake and committed to invest further. The guts of the questionnaire creation element of our platform are basically theirs: your survey is created in Askia and you have script writers going in able to do much more complexity on the questionnaire than you would be able to do yourself, or would be really willing to learn how to do yourself. This gives us a balance between having an intuitive DIY that will not require any training and still having the ability to build complex questionnaires when needed.

One of my own unit's key targets is to make applications so intuitive that you don't need training but can feel comfortable step by step. At the end of the day, any software that requires a lot of training is not very good software.

Confirmit Names CX Consulting Principal

Oct 31 2019

Research software firm Confirmit has appointed Howard Lax as Principal Director, CX Consulting, supporting clients in their efforts to design, develop and implement customer experience strategies.



Andrei Postoaca
CEO Ipsos.Digital

Andrei Postoaca, CEO of Ipsos Digital, is one of the pioneers in online research and built the global Ipsos online capability. Author of The Anonymous Elect, one of the few books on online panels, and continuously seeking to re-invent the research industry, Andrei is in charge of building the DIY business of Ipsos and understanding how digitalization and AI will transform the group.

Holding Hands

With DIY research, some worry that 'clients will do too much for themselves and get wrong answers'. While this may happen in some cases, it's not really an argument against developing good DIY research tools: if you accept that there are many different types of client, from former [supply-side] researchers or very hands-on in-house specialists, who know an enormous amount about the process, to clients who are doing their first research project, so we can't really speak about 'the client' as a homogenous group of people. The more experienced will be very competent users of DIY - they'll even have the confidence in how to script a questionnaire - they alone justify the tools. But there are also clients who don't know as much and need all the help they can get: in either case, we should assume that clients know what they want, what they can do for themselves and what they can't. So of course there is a risk when you start using a DIY tool uncontrolled - that's why we are there from the word Go, as required, to hand-hold, and before that even to assess whether the tool answers the research need. We can and do pick up the 'phone to discuss the work and to make sure the clients feel comfortable.



Yes, graphic designers have an extremely important role in this process. I wouldn't say we employ a lot of them, but those we have are longstanding employees and contacts, who understand the flows.

Critical Eyes

Performance here comes back to intuitive design, and specialist designers have a lot to say, but they must work with developers and with the researchers building and testing the product. There are some good fights between these groups - something with which most people who have worked on complex design projects will know. At the end of the day - or one might say at the end of each day, as there's a lot of back and forth here - it's the user testing that tells us whether we've probably got it right, or in some cases definitely got it wrong.

One of the reasons this publication is appearing now is that data viz technology is booming; but another is that expectations are rising rapidly too. Nowadays when we build professional tools our clients are comparing us with all the classic consumer tools, including mobile apps - Facebook, Uber and so on - so they need to be as smooth, as intuitive, as simple as the best consumer-facing apps on the market, and that's not an easy challenge. When I look at some of the applications that are available in

I don't think we have the luxury of saying to the client, You are a B2B client so you can expect it to be more cumbersome than your average consumer app.

TapClicks Buys Dashboard Firm Megalytic

Oct 31 2019

In the US, digital marketing and performance analytics specialist TapClicks has acquired Megalytic, which provides client reporting and dashboard solutions. Terms of the deal were not disclosed.





our industry, they are not really there yet, to put it mildly, but that's changing and we are playing our part.

There's an additional challenge of course for b2b software: it may have to look and feel like consumer apps on the surface, but many business users will want to get under the hood a bit and will expect to find some more specialised tools there. If a client wants to dig deeper, do more complex analysis or even build a more complex questionnaire, one of the jobs of the designer is to tuck the layers of complexity away behind a simple interface and let them bring features in as required (see below, Medallia and Highlight articles in particular). In these cases they are likely to be happier with

the idea of some training, but even where there are these more complex requirements, we still have to make the interface as intuitive as possible. I don't think we have the luxury of saying to the client, 'You are a B2B client so you can expect it to be more cumbersome than your average consumer app'.

Training the People... and the Software

As Didier has said, we see the abundance of talent available today in all parts of the world as a huge benefit and resource for the future of our business - and from this you can correctly infer that we don't expect their roles to be replaced by AI any time soon. But, as he has also indicated, we do see AI as perhaps the most exciting tech development impacting the industry over the next ten years. Let's take those two strands one at a time.

In skills and goals terms, Ipsos.Digital is primarily a software development unit. Within Ipsos, we already have some of the world's best researchers, and a very strong operations organisation in IIS (Ipsos Interactive Services) - and we're not trying to replicate the same setup in Digital - we're about software. However Ipsos' people need to be trained up to feel comfortable with the movement to DIY, to do the handholding I've talked about above. This is a substantial part of our work at the moment: the research skills are there, but the change of emphasis requires training, and Ipsos staff have to know the software very well rather than relying on intuition.

So briefly to AI. I've talked a lot more about its potential in my 'Iceberg' article later in the publication, but I can't stress too much the impact this is going to have on the work we do between now and 2030. One thing it will add sooner rather than later is to work as a kind of

helper for researchers during the analysis stages, making sure they've really taken into account all the potential correlations in the data, and that they have explained their decisions using all the relevant facts that are in the data. Wherever researchers are concerned with deep learning of the data, AI can be strong in support. We've also employed machine learning techniques and NLP in our development of the Question Library about which my colleague Ana Maria has written below; and when it comes to product or concept testing, I expect AI to help us spot what is different within an image, within a commercial - not only what a respondent has said, but finding its own correlations in images used in the research. Today you can analyse a commercial and find specific elements, such as the gender of the people in the ad, or particular scenery, and based on this information and cross-referencing thousands of ads and the results of them, you can say that the usage of a beach in an ad about beer has a stronger correlation with a certain brand or a higher purchase intent than using a mountain. Hugely impressive and useful, but there's a lot more to come.

If you listen to my podcast interview - as well as hearing about my journey from Romania to France via Sweden and a lot more that's not in this article, you'll hear Nick ask me at one point if the atmosphere in Ipsos.Digital is geeky, and I'm able to say hand on heart that it's not, it's entrepreneurial. In a way, all our industry's work is about data visualization - giving clients a clear picture of what they need to know - and what we're building here is helping to push the boundaries of the profession.

For a wealth of information about the exciting ways new technology and techniques are helping insights professionals get their message across, read on... ■

UserTesting Buys Video Analyst TruthLab

Nov 4 2019

In the US, customer insights platform UserTesting has acquired TruthLab, a provider of video analysis backed by machine learning. Terms of the deal were not disclosed.



NOW OPEN THEM! THE YEAR IN DATAVIZ

Dapresy Adds PowerPoint Deck Solutions

Nov 7 2019

Data visualisation and reporting specialist Dapresy has launched a 'three-tiered' suite of modular solutions which it says removes many of the manual processes traditionally required in the market research reporting process.

DRNO Timeline

DRNO News Editor Mel Crowther looks through 12 months of articles and finds hectic activity in and around data visualization, with the industry waking up to its potential like never before.

There are many hurdles to clear in a good piece of research, but it's often said that we fall at the last - we present our hard-won data and recommendations in a drab and standardised way which consigns them to relative obscurity. If only we had more time to concentrate on the visuals.

Of late, this end of things has been getting more attention, with technology bringing forward new possibilities for exciting and stimulating delivery of results and ideas. Data visualization is one of half a dozen big buzzwords, with more specialists springing up to help with it; more large and medium-sized agencies increasing their in-house facilities for it (and in some cases offering them to others as well); and companies generally recognising that finding a little more time and money for it, will save them time and money in the end.

R&D People

All three of these trends have been evident in stories reported on Daily Research News this year. Data viz companies are attracting investment and expanding their offers, with significant activity hiring leaders for product development and innovation. Dapresy founder Tobi Andersson, whose words feature later in this publication, joined the firm with whom his baby is now merging - Confirmit - as [Chief Product Officer](#) in August; a very senior hire laying down a marker on the importance of R&D, even as tech sector exec, [Kyle Ferguson](#) took over in the CEO role. Zappi, a company focused on automated research and reporting, put a massive focus on development by dividing its executive team into two: a [Futures team](#), which will set the company direction, and manage its vision and values; and the Leadership team, which will focus on day-to-day operations. Helsinki-based Verito Analytics put a single exec in charge of all R&D for the first time, hiring [Surath Chatterji](#) as its first VP of Technology in July.

Dashboard developers have also brought in senior personnel to oversee development work, including sports tech data and AI business [Stats Perform](#), and software firm Q [One Tech](#), both in May; while companies with a long pedigree in market research analysis, such as UK-based [Merlinco](#), are using new talent to help them keep up with or ahead of the game.

Big Company Buy-In

The focus of big agency groups can be seen both from their corporate acquisitions and their senior hires, with the former often seen as a means of bringing in talent en masse. Ipsos, whose Digital division we're delighted to call our title sponsor for this issue, has done both, bringing in [Maria Perez](#) as Head of Ipsos.Digital in North America in June; and buying control of innovative survey tech firm [Askia](#) in February, just two months after the acquisition of automated reporting specialist [Data Liberation](#). This in turn followed just a month after the Ipsos.Digital [launch](#). Meanwhile Kantar has been pouring investment into its Marketplace automated research platform, including a suite of innovation and product development solutions in [June](#), and the Accelerated Answers six-hour turnaround insights service in [August](#). Its former CEO, Eric Salama, in between time chairing [Comic Relief](#), has meanwhile [joined](#) the Board of Directors of New York-based consumer insights / dashboard platform Morning Consult, recent recipient of a massive [\\$31m in funding](#) without the need to sell a single red nose.

Much of the development work aims to integrate new elements of data viz into end-to-end solutions.

Much of the development work aims to integrate new elements of data viz into end-to-end solutions. Newly [rebranded](#) Toluna has gone all-in for a single, comprehensive platform known as [Toluna Start](#), incorporating cutting edge visualization and sharing features - more about that in Paul Twite's interview later in this publication. Reporting features are also key in a new connected insights platform launched by [Dynata](#), promising to integrate and simplify 'every step in the insights lifecycle'; and the firm acquired US-based searchable insights platform [Sharp](#); in August. Tech-enabled research firm Maru Group has something similar in mind with its 'direct access end-to-end insights platform', [Maru/HUB](#), launched in December and 'allowing users to create, view and analyze research projects on demand'.

The big companies formerly known for 'DIY online research'

Ipsos Launches Fully Automated DIY Research Platform

Nov 7 2019

Ipsos has launched a self-service research platform called Ipsos.Digital, offering clients simplified access to global research capabilities and insights.

solutions are increasingly positioning themselves as end-to-end suppliers too, with Medallia buying in real-time speech-to-text platform [Voci Technologies](#) and video feedback platform [LivingLens](#) to round out its offer; in the year of a successful IPO; while SurveyMonkey has merged two recent acquisitions to form the [GetFeedback Suite](#). Once-rival Qualtrics, now part (at least for the moment) of SAP and with slightly different positioning, focused on digital experience management, has also been [rounding out its platform](#).

Dashboards for Media Measurement

The complexity and value of media data make the sector rich territory for the development of dashboards and DIY access / analysis solutions, and big advertising analytics players are working hard on this. The result has been acquisitions - such as TapClicks' purchase of [Megalytic](#) last autumn; the launch of companies (such as former ISENTIA CEO [John Croll's](#) Truescope, in June); and new and upgraded products. The last include those launched by [Comscore](#) (movie analytics); [App Annie](#) (the Ascend suite, combining app market data with ad analytics); [Lucid](#) - the real-time 'Impact Measurement Dashboard'; and Nielsen, which kicked off a sponsorship data platform called [Sponsorlab](#) and a platform giving insights into [sports fans](#) around the world. Other launches include Stats Perform's visuals tool [Opta Graphics](#); content DMP Parrot Analytics' 'low price' [TV360](#) platform; and a [partnership](#) between US media intelligence firm Burrelles and broadcast monitoring specialist TVEyes, aiming to create a single global platform to evaluate media content from more than 150 countries and territories.

The complexity and value of media data make the sector rich territory for the development of dashboards and DIY access / analysis solution

Sharing It: the Rise of Democracy

There's a lot of talk around 'democratization of data' - the process, scary to some, of giving non-specialist users around the company access to their own tables and charts - and around sharing, collaboration and project management features. New York's [Indicative](#) unveiled a solution in May to help non-technical people work with data; London-based voice tech firm [Phebi](#) recently released three data visualization tools helping researchers understand respondent emotions in its Insight and Detect products; Swedish company [Stravito](#) added a new project management feature called Agency Lobby; and Southeast Asia-based [Divergent Insights](#) launched a cloud-based, fully automated survey management tool called OSM. [SurveyMonkey](#), from the start an enterprise dedicated to helping non-specialists do their own research, launched a suite of DIY product and concept test tools in March; while more specialist companies are also rounding out their platforms - for instance, UK-based [FlexMR](#) added flowcharts and workflow functionality to its SurveyMR tool, to make it easier for users to 'understand, program, and take part in surveys'.

Minting It: Investment Flows

The money flows for such development. US company [Starburst](#), Irish firm [Siren](#), European MR agency [quantilope](#) and New York / Barcelona-based knowledge integration platform (KIP) [Onna](#) all raised eight-figure sums to help develop and expand their offerings. There were funds too for London's [Snowplow Analytics](#), Californian data science platform [Domino Data Lab](#), and Amsterdam-based dashboard developer [Pyramid Analytics](#). London-based data viz specialist [Brytlyt](#) and New York consumer behavior tracking specialist [wappier](#) each raised \$4m to grow and develop their businesses, while San Diego-based insights tech provider [GroupSolver](#) got \$2m.

IT'ing It: the Drive for Automation

Automation of the key tasks around insights and data gathering, and their integration into a single system, is a focus for many. Major corporates and global agencies geared up their offerings in the area: including [Comcast](#) and Tesco subsidiary [dunnhumby](#), [MaritzCX](#), [GfK](#) and [Nielsen](#). In May, global consulting group [Accenture](#) acquired Ahmedabad, India-based Byte Prophecy, described as an automated insights and big data analytics company. Research automation platform [Methodify](#) hired two former CINT execs - Kwami Lewis as Managing Director, and Brett Cohen as Director of Sales - for its US division, and [Bethany Moffett](#) as Executive Director, responsible for building out the US client development team; while data viz specialist Dapresy - now merged with Confirmit, [launched](#) a 'three-tiered' suite of modular solutions, which it says removes many of the manual processes traditionally required in the market research reporting process.

Maru Launches Direct Access Portal

Nov 11 2019

Tech-enabled research firm Maru Group has launched a direct access end-to-end insights platform, Maru/HUB, allowing users to create, view and analyze research projects 'on demand'.

Video - One to Watch

Video and audio feedback gathering and analysis are being integrated into wider systems, creating new presentation and visualization challenges, as discussed below by Carl Wong, whose firm LivingLens was [snapped up](#) by Medallia. The latter's rival, Qualtrics, covered this angle via an extended partnership with video analytics firm [Voxpopme](#), while US-based customer insights platform UserTesting acquired video analysis specialist [TruthLab](#) and Norway-based multilingual experience testing specialist [Teston](#).

...but Who's Watching Us? Privacy and Standards

With such rapid growth come concerns about both the quality of data and the legality of its collection and sharing. Firms like US-based [Toro](#), which offers a data quality monitoring solution; and [Truth{set}](#), newly launched by former Nielsen exec Scott McKinley, offer validation and compliance services to the booming market, as do partners [Quantcast](#) and [Kochava](#), specifically for the west coast's [CCPA legislation](#). In August, five UK-based research tech firms and associations [launched](#) a non-profit initiative called [TSAPI](#), inviting the market research sector to come together to create an industry API (advanced programming interface) standard for transferring survey data, and then share it globally; a month after the UK's venerable [Royal Statistical Society](#) announced it would lead an initiative to establish industry-wide professional standards for data science, reflecting public concern at how their data is being used, stored and analysed.

Conclusion

Our culture is visual, and our interaction

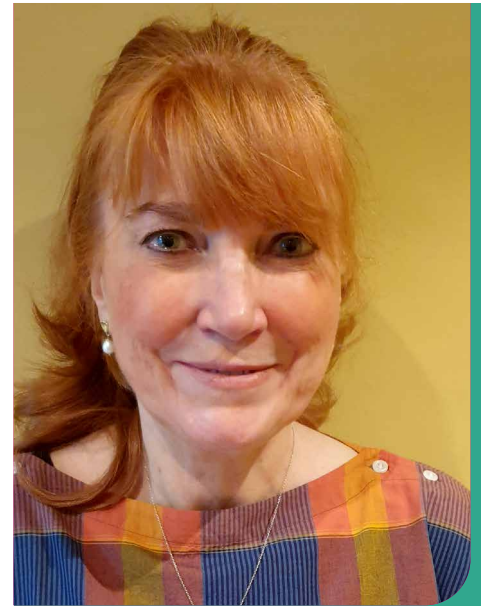
with data should reflect this reality. This has led to an upsurge in the demand not only for finding better ways to analyse data, but also for developing methods that graphically illustrate trends so they are easily understood by the most non-technical user.

Given the amount of industry activity in the data viz sphere, it is clear that the methods and technology used to illustrate and deliver our research results and ideas are now seen as far more than simply a 'nice to have' addendum to the research process. With a sizeable chunk of both R&D and M&A budgets now being deployed in and around this area, the use of data visualization tools and methodologies is being pushed to centre stage.

While industry analyst Reportlinker.com is predicting that the data visualization market will grow at a compound annual growth rate (CAGR) of 8.68% during the period 2020 to 2028, Gartner suggests that the use of analytics dashboards will decline and be replaced by automated data stories during the next three-to-five years. So, we have to ask, is visualizing data about to change radically?

Whatever the answer turns out to be, in our increasingly data-focused world, the real need to obtain more insight from it continues to intensify, and our industry players - both large and small - are investing heavily to meet that need. ■

Our culture is visual, and our interaction with data should reflect this reality. This has led to an upsurge in the demand not only for finding better ways to analyse data, but also for developing methods that graphically illustrate trends so they are easily understood by the most non-technical user.



Mel Crowther, MrWeb

Mel Crowther became MrWeb's News Editor in 2006 after nearly seven years leading ORC International's marketing team in London. Since then she's gathered and written the majority of Daily Research News stories, driving and consolidating its position as 'the MR world's daily paper'.

Ascribe Opens and Hires in Hamburg Nov 19 2019

Cincinnati, OH-based verbatim analysis software company Ascribe has opened a new office in Hamburg, Germany, where it has appointed former ASKi Data exec Gustav Jaeckel as European Director of Services.

2. THE OPPORTUNITY

VIDEO PODCAST in conversation: CARL WONG

Watch the full interview at
mrweb.com/drno/carlwong.htm



CARL WONG
MEDALLIA LIVINGLENS



The LivingLens co-founder talks in-depth with MrWeb's Nick Thomas about family influences; starting, financing, building and selling the business; the huge potential for video and the importance of good data viz.

Seed Funding for Consumer Behavior Tracker wappier *Nov 29 2019*

In New York, consumer behavior tracking specialist wappier has raised \$4m in a seed round of funding, which it will use to continue building and growing its AI-powered revenue management and data visualization platform; and to strengthen its team in the US and Europe.

Wong Dynasty

NT: Tell us about the influence your parents had on your career and outlook.

CW: My mum and dad played a huge part in terms of my value set, and indeed their parents as well. I am from a working class background - when I was a youngster my dad worked in a car making factory and my mum worked in one of the local shops, but they always worked hard. I'm a quarter Chinese - my Chinese grandfather came to the UK without knowing a single person many, many years ago, and built networks and built confidence, and built great businesses. He was a restaurateur, in the end very successful. Things didn't pan out quite as expected, I'm not running the Wong Dynasty of restaurants - but he was an entrepreneur very much and that always stuck with me as a child - as did my mum and dad's hard work of trying to raise two kids with a good value set, and keep us on the straight and narrow.

I was the first one of my broad family to go to university, which made my mum and dad immensely proud - they were always very supportive, very open-minded and always positive. Having gone to university I thought success therefore for me is to go and work for a large company, and wear a suit! That's what success looked like for me, from a working class background.

NT: You've failed, Carl! [Carl is in a T-shirt]

CW: Indeed, miserably. I'm delighted about that - but I actually did that for a decade, so I left uni and enrolled in a graduate training programme as many people do, and I grew up in the corporate world.

Birth of LivingLens

I learnt about working in a large organisation, and I ended up after a couple of years, in the MR function at RSA Group, one of the country's biggest insurers, and really something stuck with me there, I got a passion for understanding what makes people tick. Then I left the corporate world and ran a company called Curiosity Research for 6 years.

The thing that was missing for me, in working with a handful of great agencies at RSA, whilst they were great at helping us understand the consumer, my team's job was to drive organisational change and that was really hard. It starts off with getting the hearts and minds of leadership, and that's what we focused on, doing the bread and butter well, and then helping them, the insight buyer, drive change internally and that is fundamentally about storytelling, about trying to synthesize the data and the analysis that we've arrived at into something that people can connect with. We focused more and more on storytelling, and that effectively meant using more and more video. Anybody who's done any video editing in their professional or indeed personal lives knows that to get from this much video [hands wide] to that meaningful content is excruciating, time-consuming agony. I'd never ever seen a senior stakeholder in a brand side organisation see video of their customer and not engage with it, so why aren't big brands awash with sharp, customer-centric videos? The answer to that is that it's absolute agony to make them, resource-intensive, consequently expensive, it takes a very specialist skill set, it used to take a load of specialist kit and software so we don't do it as agencies because we're market researchers, not film-makers. So Curiosity were doing more and more storytelling, putting more and more time into video

editing, so we set out to solve our own problem - how do you make that process that much more efficient?

We started LivingLens as an idea in early 2013, then formed the business and went full tilt at it from the start of 2014. From my own R&D I had the dawning realisation that we would create much more shareholder wealth through technology, so what could we do effectively with technology to solve real problems in the industry, and that was the genesis of LivingLens. So we built a prototype for our own needs, saw that it could catch fire, and re-evaluated what we were going to do to scale the business.

To get from this much video... to that meaningful content is excruciating, time-consuming agony

NT: Would I be right in thinking that you had more competition at some stages of what you did than at others - in other words there were a few people out there doing data capture - which is part of what you do - but they would fall apart later in the process with ways to analyse it quickly, is that a fair assumption? Your USP?

CW: Yes that's absolutely spot-on, there were many capture solutions out there, because the growth of smartphones was already happening, and in lots of people's pockets was the ability to record video, and we could see that scaling / the industry shifting towards mobile solutions, but the problem to solve wasn't capturing video in our opinion, that's pretty easy with new tech. The

First Funding Round for Behavioral Data Firm Snowplow Nov 29 2019

London-based Snowplow Analytics, which helps businesses collect and manage their customer behavioural data, has raised £163.4m in a Series A round of funding. The money will be used to expand its real-time data pipeline capabilities and further expand in the US and Europe.

difficulty was turning video content into unstructured data that could be mined efficiently as a true data source, and then consequently using that to arrive at the meaningful moments much more efficiently.

The principle we were trying to solve is turning multimedia into a data source, and when we were doing that frankly nobody else was doing it.

...and that's hard, that's really, really hard to put that process together and over time to iterate on it from an AI perspective, to understand APIs, delivery mechanisms, cloud storage... it gets very, very complicated quite quickly. The principle of it is simple but the principle we were trying to solve is turning multimedia into a data source, and when we were doing that frankly nobody else was doing it. Then around the same time as we started to get little bit of traction in the market we had a company called Big Sofa that had been around for a bit as an agency starting to put more tech around video at its heart, we had Voxpopme who started to build great traction particularly from a capture and a panel perspective, so actually all of a sudden in the course of the first 18 months to 2 years there was a competitive space, which actually validates what you're doing - and unusually that tech led solution including the competitors, we were all in the UK, and largely leading it from a qualitative research perspective. I like to think that the world's best qual researchers are in the UK - the ones who want to truly understand behaviour and do that professionally are in this country, and it's quite unusual for a new tech space to be UK-centric, you know a lot of it is driven from North America.

Finance and Growth

I had no idea about equity finance, no idea of that world, didn't even know it existed. My co-founder David and I, to this day we still call it Narnia, you know it's that place nobody knows is there but you go through the back of the wardrobe - if you know how to access it - and there is this vibrant world of funding and support and experience that can be tapped into, and it's a secret, or it was a secret then...

First we went to the bank and asked for a loan, and the bank are sort of... 'Computer says No'. Then I found out about a government-funded course which is part of a programme called Growth Accelerator, and there's this particular module called Access to Finance which is basically Equity Finance 1.01, which will give you a mentor programme and some introductions and networks.

...through that we understood the mechanism - then it's all about being resilient - get out there, make your pitch. It's a learnt skill, and you need to just go again and again, believe in yourself, never take No for an answer, keep going. Over the course of 6 years we raised about £5m, but we did that in a number of different tranches... I'd say it was a steady ramp-up. We didn't really throw the kitchen sink at headcount. When we first started there were two of us, and then quite quickly there were 5 of us by the middle of 2014. We had about 30 people at the time of the exit. We

set targets... we always and rigorously hit those targets that were meaningful metrics for growth.

In the early days ... almost all our conversations started with Why you should be considering video intelligence within your toolkit, but probably around 2017 that conversation started to shift, you could see more and more adoption, with some big agencies. We very, very specifically rather than going to big brands directly built the tool to be there for agencies, to be a workflow partner, to adapt to your workflows as an agency for lots of different scenarios, knowing that if we got enough agencies using and benefitting from LivingLens, brands would benefit from that ultimately anyway. Now we probably work with more brands directly than we do with agencies, but agencies are still our friend, very much, and we would never replace the job of an agency. I'm quite proud of that, that's my background, my heritage, that's what we wanted to solve for.



That is the key enabler, within LivingLens or any organisation. Data viz is the enabler for efficient storytelling, without it you can't arrive at what the story is.

Merlinco Hires 'Data Management Expert'

Dec 2 2019

In London, survey software firm Merlinco has appointed long-time industry exec Simon Stephen as 'Data Management Expert'.

Data Visualization Throughout the Process

NT: It's very tempting always to think of data viz as just being at the end of a project, your presentations, your report, your charts, but I guess the more we work in a digital way with iterative research projects, little bits of research and going backwards and forwards very quickly, the more you have to think about visualizing things earlier on in the process. Tell me a bit about those challenges.

CW: That is the key enabler, within LivingLens or any organisation. Data viz is the enabler for efficient storytelling, without it you can't arrive at what the story is. At LivingLens, we capture video from lots of different places, whether it be our apps or our Zoom integration (which is exploding for us at the moment), or in-survey, whether it be 3rd party surveys or our own survey tools; or indeed focus group facilities where we integrate into their techs and clouds; or good ol' fashioned doing it yourself with your own equipment and uploading it yourself. This is the core part: we strip out what people say, and we turn it into text, how people feel and we turn that into scaled emotional data; we strip out object and content recognition, particularly useful for people in product tests, in-store - and you can understand usage, and where people are in context.

So we have this raw data set, but once you've got to that actual tangible data, like any other structured or unstructured data we can then look for patterns, we can then run tests on it, we can very easily say 'These are the key themes that are emerging', and overlay that with a cluster analysis or with just simple profile - your own segmentations, or simple binary A/B testing - and when you overlay that with key themes and emotions attached to them, for different



Siren Secures \$10m Expansion Fund

Dec 2 2019

Irish-owned business intelligence platform Siren has raised \$10m in a Series A round of financing, which it will use to further develop its proposition and expand into new markets.

December 2019

types of groups, in a way that can be consumable and configurable - that's the story right there.

We have a number of different user types for LivingLens, but let's start with the qual insights professional: typically you're doing some depths yourself... there's a project manager, you'll all have a view of the world, but it's an informed view from the groups of interviews for example, and with all of that content from LivingLens you already have hypotheses about what's going on, and you have the data behind those hypotheses, or it can show you that your hypothesis is not there, but typically as a team you're already starting to iterate on the 3 or 4 different themes coming out, through lots of conversation and being in the room. LivingLens supports that by enabling you to look at that theme across large data sets, and that large data set is lots and lots of groups or lots of interviews or lots of video diaries. So you can take your keyhole view, which often drives a lot of the hypotheses that we bring forward for clients - and you can test that against the entire base of content. So you can see Here are our key themes, these are the emotional drivers, this is the profile and indices of these people, and thru simply clicking in that dynamic chart, you can arrive at the precise content behind those themes, and indeed you can do that without any language skills, and that's where it really raised the bar as a knowledge hub for large brands.

With LivingLens you already have hypotheses about what's going on, and you have the data behind those hypotheses.

In the early days ... almost all our conversations started with Why you should be considering video intelligence within your toolkit, but probably around 2017 that conversation started to shift, you could see more and more adoption, with some big agencies.

Video is Best

NT: So, sell me the idea of video feedback against other forms. What does video feedback give me that other forms could never give, and what other things does it do better?

CW: Unfortunately I can't name this client, but the following summarises it for me. A major client in the retail space has just been telling me that after years and years of getting feedback and reporting it to the executives, they've just had an emotional reaction, and won the hearts of the exec in a way they've never seen before from their traditional reporting. Video evokes emotion and empathy - you don't get that from PowerPoint data presented in slide fashion. For me it's the silver bullet for how we can get large organisations to act more effectively in terms of their insight spend and ROI - it's the only mechanism through which in my experience you see emotive discussion, regularly, by putting the customers in front of senior decision-makers.

It's also much, much easier to socialise - it's that 2-minute video that catches fire in the organisation, not the 60-page report behind it. So that for me is the no.1 use case of why you should be using video. And frankly I'd go on to say If you're not using video in your programmes now, you're about to become the minority. I think there's

a tipping point that we're in this year because we're all adopting video communications, our business has gone through the roof, because people have now really finally landed at the fact that we can all be productive working from home, we can continue our insights programmes by shifting to digital, that actually the deliverables that we give to our clients can be really effective at helping them move forwards in these difficult times.

So No.1 it's about impact, but no.2 it *can* be more insightful. In the right circumstances, particularly if you just don't know why something is happening, just getting people to explain that on video, even if it's just in the simplest terms, as a substitute for, and alternative to an open-ended verbatim in a survey. You simply get more - statistically you will get about 6x more people say than they will type. And as we move more into an interactive world in terms of experience, within the next 3 or 4 years, more than 50% of our experiences as consumers are going to involve AI / machine learning and gestures - with video feedback, we can tap into that. Consumers are going to become much more comfortable sharing video as a core mechanism of feedback, not just in qual research where it's always had a home, but in survey and other signals, there's a lot of content that can be analysed out there that we're not looking at today.

'Express Surveys' Launched on Kantar Marketplace

Dec 2 2019

Kantar has expanded the portfolio of quick turnaround research available through its Marketplace, with the roll-out of a service called Express Surveys, initially in the US.

The Acquisition

NT: You have been bought by Medallia...

CW: We have been acquired, in February of this year for \$26m - an incredible experience. It's always been the ambition of my co-founder David and I, and indeed our investors, that we sell the business, and on a specific timeframe and to certain valuations etc., but we found ourselves in 2019 and indeed 2018, working more and more in-survey and with the CX leaders of the world. Obviously we know the insight industry and the CX industry are very closely linked, so we made strides into CX into 2018, and after putting a fair amount of effort into that for maybe a year, we were the formal partners of 6 of the top 10 CX businesses as defined by Forrester at the time. So we knew that we were partnering in the right way, but actually we also knew that there was an acceleration of adoption in the industry as well, and there aren't that many true tech players in our broad space, whether it be insight or CX: and what I mean by that is firms that truly have built tech at the heart of the business from day 1; are recognised as such from the multiples achieved in terms of valuations versus revenue; and we also knew who we really liked working with, where we really enjoyed the people.

... I've been so lucky working with so many great people in LivingLens, we have an absolute riot, a great time together, everybody works really hard, but everybody enjoys each other's company. Lots of diversity, lots of different types of people but with core value sets similar - and Medallia is the same, you know I've been so impressed by the quality of the people.

... we were able to do the deal pretty quickly in the scheme of things, because of their integrity and their desire to move fast, and because of the support teams we had working with us, and I've gotta

say, I thought that the other side of the acquisition it might be, from my own personal perspective, a bit of a sterile, corporate sort of culture, and I might struggle to enjoy that environment, and I couldn't be further from the truth. I've really, really enjoyed working in Medallia for the last 6 months or so, which is why I'm still here.

NT: What's the most exciting thing you're going to be able to do now that you're part of this bigger thing?

CW: Medallia as a company and in terms of their product set - it's really expansive. The very narrow view of the CX world is that basically we're being surveyed to death by all these surveys we're receiving asking for feedback on a product or service experience we've just had, and whilst that is a fundamental of CX, the amount of signals that are out there by which we can understand customers' experiences and journeys, and then intelligently understand and analyse them so that we can drive great outcomes and impact... it's much, much broader than the survey. Call centres, social media... it's about where we can take video in all these feedback mechanisms, and in delivery mechanisms to help drive change in organisations - it can touch every part of the CX loop and close that loop and drive change. So the road map is exciting, a very busy place as these things always are, but... just being able to integrate video into solutions for customers is already getting great traction.

NT: ...but you're never going to forget your roots in MR...

CW: For me personally, the most exciting thing right now is building out and taking to market the Medallia Insights Suite, which is LivingLens; Crowdcity, a fantastic ideation platform; and [quick survey tool] Promoter... I'm still thinking about how can we help market researchers day in, day out and I'm taking a lot of joy from that.

Motto

NT: Do you have a personal motto, or a favourite phrase which you can and do relate to your work?

CW: I don't really have a motto as such, but there are two organisations whose mottos I really use and buy into. One is Believe, Believe in Yourself - as a massive Liverpool fan, with 30 years of false dawns behind me... other people might not believe in you, just believe in yourself and just keep going and going. The second one is actually from Liverpool's old youth academy director, a guy called Hugh Macaulay who runs a kids football academy and on the wall at Melwood where they train, there is a motto, and it's 'Hard work beats talent, if talent doesn't work hard'. There's no short cuts in life, you've got to work hard in life if you want to achieve your dreams. If you want your dreams to be goals rather than lofty aspirations, that's what you've got to do.

Hard work beats talent, if talent doesn't work hard'. There's no short cuts in life, you've got to work hard in life if you want to achieve your dreams. If you want your dreams to be goals rather than lofty aspirations, that's what you've got to do.

NT: Carl, it's been a pleasure talking to you. I'm a Gooner, and it's never been so enjoyable talking to a Liverpool fan for an hour. Thank you very much indeed, great to have met. ■

Ipsos Buys Automated Reporting Partner Data Liberation

Dec 9 2019

Ipsos has announced the acquisition of a majority stake in UK-based automated reporting specialist Data Liberation, which will now form an integrated part of the newly launched Ipsos.Digital platform.



AI

TIP OF THE ICEBERG

Ipsos.Digital CEO Andrei Postoaca backs AI to unlock its full potential behind the scenes within ten years, allowing business needs to return to centre stage...

Qualtrics Expands Experience Management Platform

Dec 12 2019

Experience management company Qualtrics has added new capabilities to its platform, to provide a 'holistic' view of the experiences being delivered across any organization.



It's 2030 and Artificial Intelligence has been whole-heartedly embraced by the market research industry. The power it unleashes when it comes to automating repetitive, monotonous tasks has resulted in major cost and time efficiencies, and boosted reporting accuracy. Its strengths are undisputed, and its adoption as the enfant chéri of the industry has raised the bar in market research like no other technology before it.

How did we get here, and now what?

The correlations that AI identifies when shallow and deep diving data, regardless of sample and questionnaire size, are seismic both for businesses and the market research industry at large. Exploiting AI to automate report generation, based on robust statistical analysis of swathes of data, and presented with quality visualization tools, is game-changing; but at Ipsos. Digital we believe it's just the tip of the iceberg.

Ipsos already uses machine learning and deep learning to understand fraudulent and unengaged respondent behavior in 100+ million interactions every year. In 2018 we invested in Synthesio, a social listening platform that harnesses the power

The correlations that AI identifies when shallow and deep diving data, regardless of sample and questionnaire size, are seismic both for businesses and the market research industry at large.

of AI to deliver qual and quant insights based on the billions of social media posts it monitors from more than one million sources daily. Recently we launched Question Library, which harnesses the power of AI to offer users optimal phrasing for their questions, based on their subject of interest and market, as well as inspiration for follow-on questions. The results are fast, smart questionnaire builds, and richer, more meaningful results.

Investing heavily in AI is becoming a norm in the industry, as can be seen in both news and views elsewhere in this publication. Let's go back to our earlier question - and now what? We've exploited the potential of a number of those iceberg tips: now it's time to explore.

We'll start with the challenge of how to use NLP for automatic coding and relevant probing in questionnaires, based on what the respondent has said in previous questions. The landscape offers us numerous cases and multiple layers of repetition. Many of the studies run today are twins of earlier ones by the same company or their competitors. Market researchers are spending hours and hours copying data across from one source to another.

What if we better exploited AI to cut out all this tedium and its accompanying opportunity for human error and bias?

What if, in addition, we developed AI to see correlations that were invisible to the naked eye? What if it could flag up findings buried so deep in the data of our project and even across multiple projects, that we hadn't even thought of them yet?

What if an AI engine could compare datasets no matter how the data were stored, and regardless of the language in which questions of similar meaning were expressed? What if that engine was so powerful it could create its own benchmark data on the fly by aggregating and weighting data from multiple sources? Imagine the efficiencies afforded by an AI engine that could deliver insights based on all of the above in real-time.

While the industry currently only exploits 20% of the data returned by research projects, just think how much more powerful our reporting would become if AI explored the remaining 80%?

At the same time, we're broadening our focus to bring the wider landscape into view. We're not just asking ourselves: But now what? We're also asking ourselves: Why?

Behind all the buzz created by major advances in AI technology, have we as an industry lost sight of what really matters? Perhaps, somewhere along the way, the client's needs have been pushed out to the sidelines.

Five Whys, Three Headlines

Most of us are familiar with Toyota's Five Whys. The technique of repeating Why? five times about a given problem takes you question by question closer to its root, and therefore its logical solution. AI could potentially apply this and create algorithms based on the Five Whys technique. The end result would be the delivery of three top-line recommendations for concrete

dunnhumby Moves to Azure for Instant Access

Jan 13 2020

Tesco-owned customer data firm dunnhumby is moving its customer insights products across to Microsoft's cloud platform Azure, in order to give more retailers and suppliers instant access to shopper and business insights.

business actions following project completion.

The report could detail the five valid and well-documented Whys, preferably with measurable consequences should a business ignore any one of the recommended actions. It could also detail the statistical reasoning behind each recommended action. Of course, the curious would be able to deep dive the data to verify these conclusions and indeed to play around with the data looking for further insights.

The value of headlining reports with three concrete actions cannot be underestimated. Reliable, quality real-time reporting is already a reality at Ipsos.

Digital, but imagine a world where the logical business recommendations and insights it affords were automatically generated. Imagine the time-savings and agility involved in decision-making by key stakeholders in this case...

While giving the client a dashboard where they can cut and slice the data is important, we believe that the ultimate challenge now is not necessarily to give the client more data, or to show them even more ways to slice and dice it. The challenge in fact lies in offering the client less volume but greater precision, headlined by our three concrete business action recommendations. In this context, less really is more.

We know the marketplace is changing at dizzying speeds, and that businesses need increasingly to react to emerging changes in real time. We think that headlining reports with a three-pronged plan for impactful, lasting change based on, and verifiable by, quality reporting is a natural consequence of this. The big question is what is required for an AI engine to start writing full and in-depth reports of this nature automatically to make the vision a reality.

One useful pointer is political research. Ipsos uses this as a way not only to understand the political sentiment in the 15-20 countries in which we predict election results every year, but also to better calibrate all our sample definitions and weighting in order to perform at our best in the context of commercial studies. Election studies represent the only time a research project can truly be validated and where there is no doubt as for what was right and what was wrong.

Using Mobile for Real-Time Collaboration

We believe in extending the capabilities and advantages that AI brings to researchers and clients at all touch points.

One part of this process was to take the mobile conversation full circle to make sure that the researcher hears the data, wherever they are and whatever time of day it's delivered, offering fast answers to crucial business questions on the go and at a glance on the mobile phone.

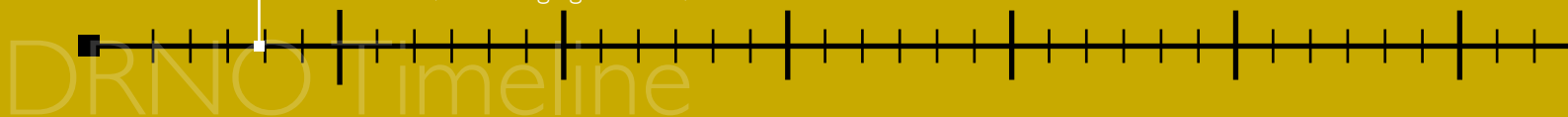
Let's explore that toolkit. Your need to access meaningful, user-friendly, customisable data quickly and in total confidence has driven the creation of end-to-end, mobile-first DIY research platforms, allowing the client and the researcher to jump in and out of a project and do micro steps as they see needed. Ipsos.Digital's FastFacts solution



Methodify Hires Former Cint Execs Lewis and Cohen

Jan 17 2020

The US division of research automation platform Methodify has appointed former Cint execs Kwami Lewis, as Managing Director, and Brett Cohen as Director of Sales.





empowers researchers and clients at every stage of their study to use the device of their choice for maximum convenience: they define the parameters, set up their questionnaires, confirm payment details and launch quickly, in three easy steps. All of this has been developed to render perfectly on your smartphone screen as well as on your tablet and desktop.

Visualization and changes on the fly to the survey and acceptance of wordings are hugely improved if they are mobile friendly. Bringing the mobile conversation full circle, researchers and clients can view the top-line results on their mobile phones only hours after survey launch. Respondents benefit from the simplicity, ease of use and comfort of taking surveys on their phones. Now it's clients' turn to reap the benefits of a mobile first approach on the results.

Typically, our clients view the headlines on their phone while they're busy doing other things during or outside work hours, participating on a conference call, running an errand or socialising. They use a window of a few minutes' availability to

Visualization and changes on the fly to the survey and acceptance of wordings are hugely improved if they are mobile friendly. Researchers and clients can view the top-line results on their mobile phones only hours after survey launch.

shallow-dive the data, giving them time to think about reasons and consequences, and build scenarios to be further investigated at the next stage.

It's when they get back to their desktops later that clients review the data in depth, probing results findings down to respondent-level detail, testing new variables and cross tabulations, and investigating unexpected correlations. This is the moment when business insights are born, tested and then retested.

The all-singing, all-dancing new technologies are the enablers, but what should be taking center stage is the business insight that they unveil. Clients need to be able to count on the reliability and quality of the reporting,

of course, but when you strip away all the details and get back to basics, what businesses are really looking for; what they really need, are actionable business insights.

What if we saw beyond embracing AI for the purposes of robust reporting solutions, impressive visualization tools, and smart, quick questionnaire creation?


No one can predict the future or say with any certainty what the new face of market research will look like. But one thing is certain: continuing to invest heavily in AI and new technologies will raise the bar. With our clients' evolving business front of mind, as ever, we will explore the full potential of this iceberg... and what lies beneath. ■

Burrelles and TVEyes in Media Content Analysis Deal

Jan 24 2020

In the US, media intelligence firm Burrelles has partnered with broadcast monitoring specialist TVEyes, aiming to create a single global platform to evaluate media content from more than 150 countries and territories.

A DREAM TEAM TO FIGHT BUDGET CUTS?



Great visuals and wide-ranging automation are a powerful combination for market researchers looking to justify budgets in the Covid era, says Conformat Chief Product Officer Torbjörn (Tobi) Andersson.

Medallia Buys Video Feedback Firm LivingLens *Feb 7 2020*

Silicon Valley customer experience management specialist Medallia has agreed to pay around \$26m in cash to acquire video feedback platform LivingLens, which it says will help it 'bring the voice of the customer and employee to life'.

Covid-19 - do you remember when you first heard that term? Few anticipated the tremendous impact it would have when it first entered our news streams. Yet here we are, still coming to terms with the human cost and long-term changes to society - and now facing a global economic recession.

While these situations force us to make awfully tough decisions, with disruption comes change. And change is an opportunity. An opportunity to improve and do better.

Those who've been in the Market Research industry long enough didn't see the budget cuts as a surprise. Just over a decade ago, we faced similar circumstances, though for very different reasons. ESOMAR's study of insights professionals found that up to 92% of respondents expect either a slight or big negative disruption in turnover. Similar results were reported by the Insights Association, with three-quarters of study participants reporting that revenue has 'decreased somewhat' or 'decreased a lot'.

How can we reduce budget cuts? One way is to prove the value and ROI of investing in insights.

Data, but make it valuable

Most will agree that lack of data isn't the issue. In some cases at the moment, we're seeing response rates go up. In most cases the challenge is that there's too much data and to add to that, it's not in the right formats. Many also have trouble integrating it and delivering it in a way that's engaging and drives smart decision-making.

With data-driven decision-making now a

fundamental requirement for successful business strategies, client demands are becoming ever more complex and the volume of data we gather grows ever larger.

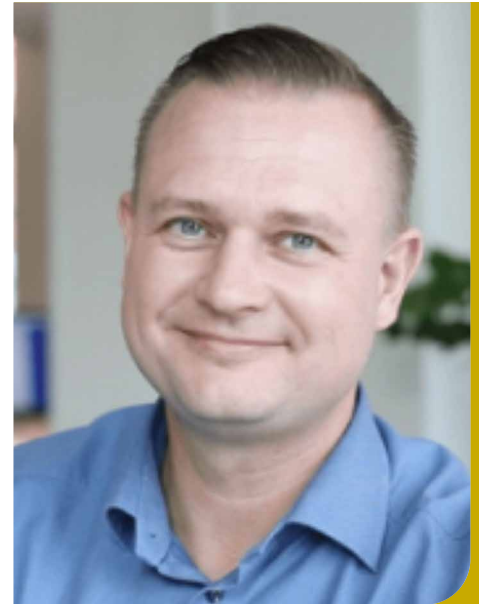
It is also increasingly evident that relevant data must be available to all stakeholders in a company - not just the C-suite and senior management. Properly presented data empowers smart decisions, faster across an entire company. This is particularly true in times of remote work.

But not everyone has the skills or the time to hone in on data and get to the key drivers that will lead to smart decision-making. This is where the power of data visualisation and reporting technologies such as interactive dashboards come in. They tell the story with data and make it incredibly easy to navigate the oceans of data decision-makers are faced with.

A visual speaks a thousand words

Few market researchers need to be convinced of the power of the chart. Visualising data using charts, icons, colours, has made data easier to understand. Not to mention far more interesting than a table of numbers. Whether you're a seasoned data scientist, or your average Joe, seeing the data makes it easier to spot patterns and outliers.

But good data visualisation isn't slapping a few charts together and calling it insight. It's digging through to find the meaning in data, identifying the key information stakeholders need to make actionable, data-driven decisions.



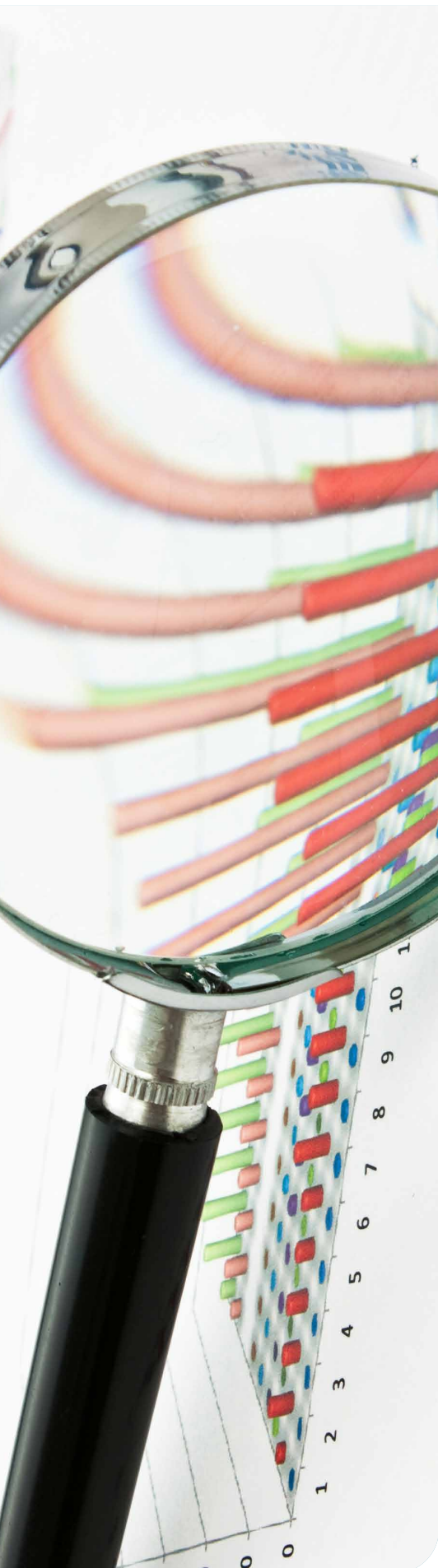
Torbjörn Andersson
Chief Product Officer,
Confirmit

As Chief Product Officer at Confirmit, Tobi has responsibility for all aspects of product management, including strategy development, product definition, and product representation in client and marketing activities. Tobi's knowledge and passion for technology and marketing research resulted in the birth of Dapresy, which merged with Confirmit in 2020. In founding Dapresy, Tobi paved the way for online data presentation systems to visualise Market Research data. He has dedicated his professional career to data visualisation and is a recognised expert in the field, having consulted with hundreds of companies on innovative visualisation processes.

Quantcast and Kochava in CCPA Compliance Partnership

Feb 10 2020

Audience intelligence and consent management company Quantcast has partnered with mobile data solutions firm Kochava to help clients comply with the new CCPA legislation (California Consumer Privacy Act).



Automation tools allow researchers to become insight experts: automating repetitive tasks enables them to focus on the in-depth analytical processes that continue to require human interpretation.

The great advantage of data visualisation is not just that it helps everyone understand data, but also in how fast we can do that. Faster delivery results in more time for analysis - which means the opportunity to drive business value. Speed is also important on the competitive playing field - it can present a true advantage to be equipped to make an informed follow-up faster than your competitors.

Evolving the Market Researcher's role with automation

Long behind us are the days when a market researcher's job was to collect data and simply deliver it to clients for them to interpret on their own. The expectations are far higher - with delivery of real insights becoming the standard. But not all insights are created equal. Some are more valuable, some less. There is often a strong correlation between the quality of insights and time available for analysis (up to a certain point, of course). Yet so many analysts are caught up completing tedious data collection and analysis tasks that eat up their precious time. Data visualisation isn't our only ally in time savings - automation is critical, too.

Automation tools allow researchers to become insight experts: automating repetitive tasks enables them to focus on the in-depth analytical processes that continue to require human interpretation.

One of the key benefits of automation: the increased need for skilled people - and we're already seeing that research roles are evolving to fit new ways of working.

Automation is increasing the requirement for broadly-skilled project managers, for example, where in-depth subject knowledge is no longer required, but an understanding of the many automated steps of the research process is critical.

There's also growing evidence to suggest that automation improves inter-departmental working and collaboration, both across survey teams and with external partners and customers.

But technology is an enabler. An opportunity for human roles to evolve. Embracing tools to do some of our deeper learning means that we're able to elevate our own work to deliver better, more accurate guidance and decision-making.

Visualisation + Automation: The Dream Team

It is clear that visualisation and automation empower teams to deliver more value. The question is, how can these two forces work closer together? Our industry is constantly building on its past technologies, increasing value by getting even deeper insights, even faster. That is the challenge that lies before us at the moment.

What is certain is that as market researchers, we must continue to empower clients to get the most out of their data. An increase in data-driven decisions, is an increase in MR's value.

Now presents an opportunity for all of us to reassess our current business processes and improve them. Welcoming digital transformation is the way, as it will help us to reduce costs and increase value. ■

 Confirmit. +  dapresy

More Powerful Together

Discover how
we can help your
organization at
www.confirmit.com

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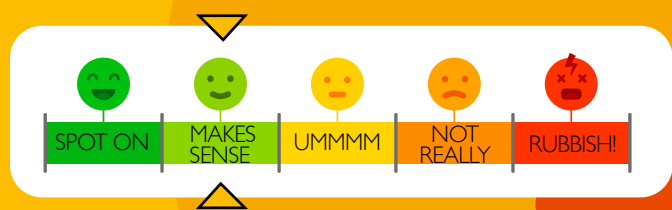
AGREE OR DISAGREE?

Data Viz Trends 2020

DESIGNERS NEED TO THINK AS MUCH ABOUT WHAT'S GOOD FOR THE RESEARCHER AS FOR THE END CLIENT. GOOD VISUALS AT ALL STAGES OF THE RESEARCH PROCESS INCREASE EFFICIENCY *AND* THE CHANCES OF GOOD INSIGHT.

'Often those audiences have different needs which means different visuals to provide value to them. Both audiences should be considered, yes'

Grant Osborne, Infotools



OVERALL VERDICT:
MAKES SENSE
/ SPOT ON!

(FROM 15 ADVERTISERS & CONTRIBUTORS)



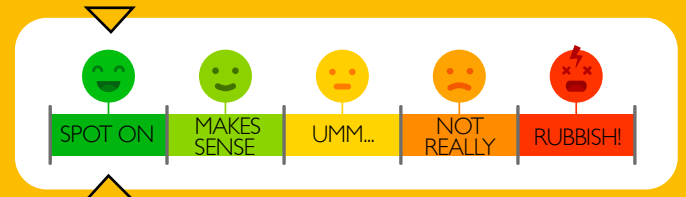
'The right dashboard software needs to provide tools that serve all the differing needs of the audience(s)'

Pete Ansell, Kicktag

But here's a different take on it from the non-researcher among the contributors, Richard Thomas:

'Good design is kind of universal... the *content* depends strongly on the audience – think 'what question does the reader want to answer and what information would help them do it' but getting that information into their heads as quickly and easily as possible is a more generic problem'

WHAT MAKES A GOOD VISUAL? IT DEPENDS VERY, VERY STRONGLY ON THE AUDIENCE - THINK ABOUT WHO'S GOING TO SEE IT BEFORE YOU START DESIGNING IT.



**OVERALL VERDICT:
SPOT ON!**



PODCAST

in conversation:

BENJAMIN RIETTI

E-Tabs is a provider of report automation, online dashboards, PowerPoint charting and data visualization. Benjamin has been at the helm for twenty years.

Listen to the whole podcast at mrweb.com/drno/benjaminrietti.htm

The Letter E

NT: I've been aware of E-Tabs longer than most data viz firms it must be said. Was it 1993 you started?

BR: We started in 1993 yes, but we weren't E-Tabs, that was before the letter E was actually invented. We started life as ISPC, a bit of a mouthful, then following a management buyout in January 2000 we changed the name to E-Tabs.

Being There

NT: Thanks for being here - except you're not here, you're there: where are you talking to us from today?

BR: I think There is the new Here. I'm actually in our office in Colindale in NW London. I'm in the office - my escape from everything going on at home.

Ipsos Takes Majority Stake in Askia

Feb 10 2020

Ipsos has announced the acquisition of a majority stake in survey technology provider Askia, and says it will tap the firm's expertise and technology to develop the 'survey platform of the future'.

Chocolates and the Show

NT: Tell us a bit about your parents and how they influenced your career and the way you do business today?

BR: I was certainly deeply inspired by my late father, Robert Rietti, who was a famous actor in his time (see page 37). He had parts in many hundreds of films in a career that spanned over 80 years. As you can imagine the world of acting is not always that glamorous, you can go for months without work for example, and then be crazily busy, you have to deal with criticism... It's full of challenges, and my father taught me to view every life experience in a positive light. His motto would be 'Don't worry, things have a tendency to turn out right in the end - the Show has to Go On - he himself prevailed over life-changing challenges right until his last day. He encouraged me with every step, and especially when we took over the company in 2000 and there were teething problems, and without his constant listening ear, advice and thoughts, E-Tabs may never have taken off.

NT: ...you've done something very different, obviously, to what he did. Was he keen for you to go into acting, or indeed did he advise against it?

BR: No he didn't force anything on any of us. We were all part of it, so occasionally I'd be invited round to a recording studio, say, where he did some voice-overs or in some movies where he was doing dubbing work, so it was part of our day-to-day life. But... it wasn't something that I necessarily felt I wanted to do.

NT: You say 'us' - so you're one of a number of children?

BR: Four kids, I'm the youngest.

NT: How about your mother - her influence on your career?

BR: Very supportive - as a teenager I was hours and hours upstairs on the computer. I actually ran an online business, on something before the Internet called Prestel, which was a bit like Teletext, and I used to run an online forum there for Acorn BBC Micros. Being very supportive included buying boxes of chocolates, 48 in a box, wholesale, and that helped keep me going, even though she complained about my weight at the same time!

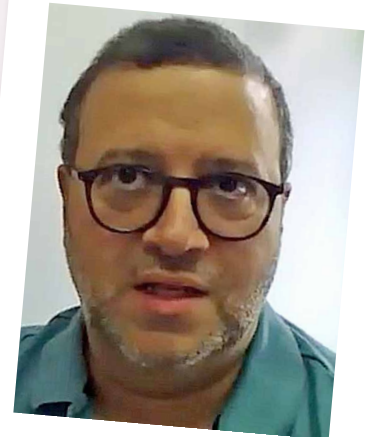
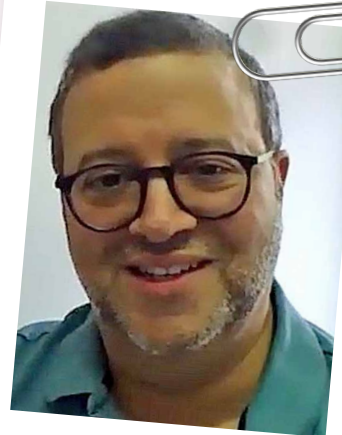
My father taught me to view every life experience in a positive light. His motto would be 'Don't worry, things have a tendency to turn out right in the end - the Show has to Go On.

NT: You've gone your own way, into software - is that a specialisation that developed at school or university?

BR: I'd say, when I was 13, 14 and I got my first computer, started dabbling in programming and took a keen interest in it, then when I had the online forum that got me into the world of marketing and presenting and it was a natural progression from there.

NT: Just before we leave the subject of family, did any of your brothers or sisters go either into acting or into anything similar to you, or are they all doing something totally different?

BR: All totally different!



BENJAMIN RIETTI,
CEO & FOUNDER
OF E-TABS

Sports Data Firm Stats Perform Debuts 'Opta Graphics'

Feb 25 2020

Sports data specialist Stats Perform has launched a multimedia tool called Opta Graphics, which uses AI-powered data and insights to produce visuals.

Early Days

NT:What was the driver behind starting [ISPC]?

BR: I wasn't quite sure what I'd do on leaving education, whether I might go into accounting. I spoke to one of my old mates and said 'What am I going to do now, and he said 'You used to work in computers? Speak to my dad, he's just started up a company and he's looking for someone to help. That was Mark Katz, one of the founders of Quantime, and when he left Quantime in 1992 I think it was, he wanted to set up his own consultancy, and one of the things he'd dreamt of was creating a product that would help with quantitative market research and the delivery of results, and I sat down with him for about an hour and at the end he said 'You're hired... I want you to be in charge of promoting, marketing and selling the product'. We both worked out of our garages in those days, then when we gradually grew, took on a couple more guys and my garage got a bit too full / my wife got a bit fed up with all the comings and goings and having to share the downstairs toilet with a couple of employees, it was time to move out.

Towards the end of 1999 we had a

discussion, Mark and I, he wanted to be more Out - semi-retired - and I wanted to be more In, and the upshot of that was me buying the company from him. Our first product was a great little tool called E-Tabs Reader, which was to replace the reams and reams of paper print-out tabulations that accompanied every research project with a portable electronic format. It was tailor-made for MR because it knew about the geography and structure of a set of tables and a professional user could very easily navigate through it, and you could even copy and paste the numbers into PowerPoint. These were the days when pdf and Excel weren't really up to the task, they were great packages for looking at numbers and documents... so clients were telling us how fantastic it was to be able to transfer the data straight into PowerPoint charts, but how it was still very frustrating that they still had jobs where they had to repeat those same processes on a monthly or quarterly basis. So like anything it becomes the new norm and you want something better - it wasn't enough that they were saving time on all that copying and pasting, they wanted some way to repeat that, and that was why we came up with the idea of driving PowerPoint to automatically extract the data and follow that same pattern on a monthly basis, and that's

It wasn't enough just to automate, but the MR world got tired of looking at numbers and wanted something more visual

how we moved away from just laying out the data towards automation. Then again it wasn't enough just to automate, but the MR world got tired of looking at numbers and wanted something more visual - in fact the whole world around us, not just MR - so now they wanted cutting edge ways of getting survey results delivered, and of storytelling which is one of the new buzzwords.

NT:Was it a crowded market in those days? It doesn't sound like it was from what you've said but were you competing with other companies, big companies perhaps?

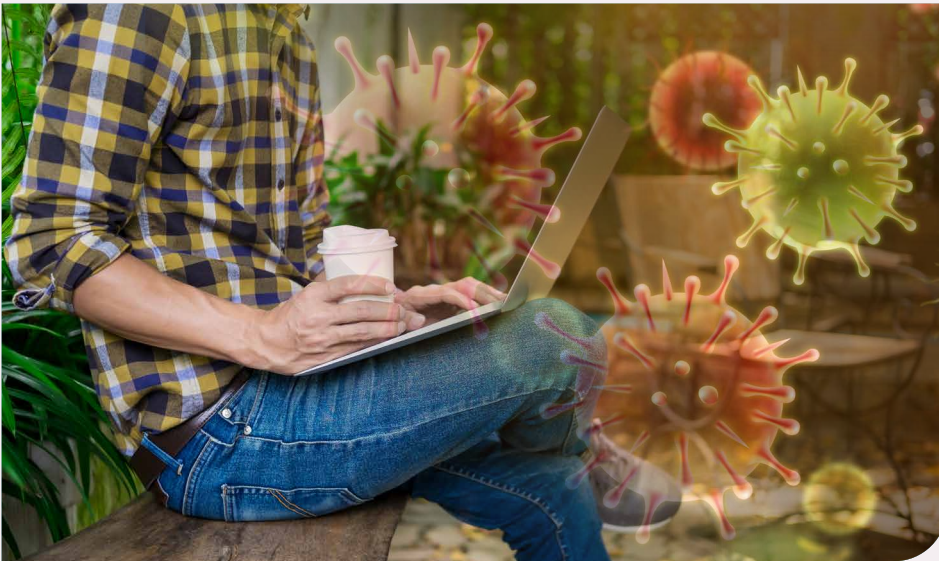
BR: Not really, no. The world was our oyster at that point, pole position, but then there gradually were more alternatives, pdf became better known for example - which helped us because people got more used to the ideas of alternatives to lugging suitcases of tables round the world, putting it all on a 3.5 inch floppy disk was a back saver. There was a job I think for BMRB for the European Union which involved '000s of pages of tables, and the nifty thing about that and with TGI was that they were all printed in black on red paper so the client wouldn't be able to photocopy them: and I remember one of their reactions was 'This is a great piece of software but can we actually stop our clients clicking on Print, because we don't want replicas made of the results' - so we had to suppress the Print option.



FlexMR Upgrades SurveyMR Tool

Feb 28 2020

Tech-led market research agency FlexMR has released a new version of its SurveyMR tool, adding flowcharts and workflow functionality to make it easier for users to 'understand, program and take part in surveys'.



E-Tabs Now / Covid Impact

NT: Can we come up to the present and talk about what E-Tabs is doing at the moment, first of all in terms of recent work and interesting projects or techniques, but also in terms of R&D as far as you're able to tell us what you're working on for the future. Any recent projects of note?

BR: Sure, we have two main, fantastic MR-centric solutions - cutting edge automated charting and reporting; and interactive online dashboards - so our team is currently busy integrating those two concepts together, to give clients the best of both worlds, so giving access to data in an interactive way online, and then saying right let's automatically churn out some reports from that, update them and so on.

Then parallel with this, we're seeing an increase in clients wanting to leverage tech to come out of Covid stronger. Many companies are facing reduced resources, cancelled projects, tighter profit margins, so investing in more efficient operations is something that

can pay huge dividends, and automated reporting can quite literally save the day. Projects that would have taken days to update manually can be updated within minutes and if you no longer have huge resources or assistance in doing charting for you, quite literally tech can help you to come out of this with some profit, or at least mitigate your losses.

NT: Would I be right in thinking that's something you've been doing for people for a while, but it's just a vastly increased amount of it at the moment, more demand?

Many companies are facing reduced resources, cancelled projects, tighter profit margins, so investing in more efficient operations is something that can pay huge dividends.

BR: Absolutely, we've been doing that for years, but often unless you actually stick a gun at the guy's head and say 'you've got to change the way you work', they don't, and Covid has basically put a gun at everyone's head, and said you have to change the way you're used to living, commuting and working, so now they are faced with having to find a way to be more efficient and facilitate working from home.

NT: Is that changing your own needs in terms of skills and resources needs, or do you have (sufficient) people waiting to do that kind of project?

BR: We have the people, they're well skilled-up and dispersed, in many cases they are already working from home, they've moved up North or gone to NZ, they're dispersed all over the world anyway. Though it is nice to be able to come back into the office sometimes...

NT: I wanted to ask you specifically - first of all, there are other people in the E-Tabs office today? - I mean obviously they're dispersed, at a safe distance!

BR: Yes we're socially distanced and there's a wall between us as well... yes three others came into the office today.

NT: ...from my personal experience... a colleague of mine has worked remotely now for about ten years... and when we're doing design work that's the ultimate case to me of when it's handy to be able to look over each other's shoulders: working remotely there are all sorts of tools for sharing, but unless you have always-on video and literally peer over their shoulder, you can't exchange ideas as quickly, you *don't* do so. Does that affect you?

BR: Not too much, but agreed when you are trying to brainstorm and be more creative, when you really need that person-to-person collaboration, it's

Forecast5 Analytics Buys Geovisual Analyst GuideK12

Mar 10 2020

In the US, Forecast5 Analytics has acquired geovisual analytics tool developer GuideK12. Terms of the deal have not been disclosed.

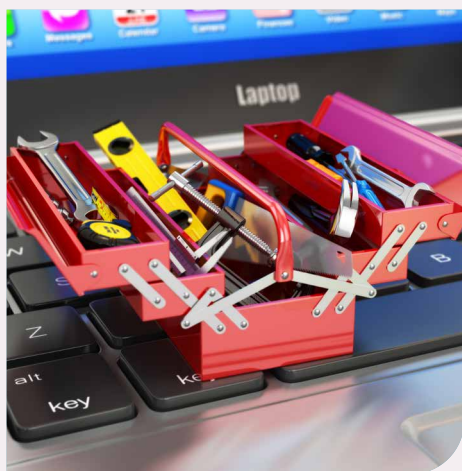
extremely difficult to do that remotely. As well as the idea of taking on new staff and training them up, if they really are starting from scratch about what we want to bring them into, you can't do that remotely, and how do you build trust with *anyone*, without having met them, and built up that rapport, mentoring them through the process? That's going to be a challenge going forward for many companies, and for ourselves: if we're not able to meet up easily and spend that time, it's going to be a challenge.

NT: Have you had new staff starting since February?

BR: Nope, but thankfully we haven't had to let any staff go either; and we've seen this uptick in people now being forced to embrace tech and therefore coming to us with requests which obviously is fantastic because there was this very quiet period from March until June, with the world on pause.

NT: How do you keep up with the news in this specialist area of MR, and has that changed [due to Covid]?

BR: Back in the day, Conferences were really helpful, where everyone's in the same industry as us, but you meet people from the States, from APAC: what challenges do they have and how are they reacting over there? From the point



of view of learning, that's not difficult because I can click a button and be on a Zoom in Australia now - I can Zoom anywhere to get content; but from a commercial point of view it's very difficult to be able to replace that business of talking to the punters as they're walking around - you haven't quite got that forum in the virtual world yet.

NT: What about R&D, what are your future-gazers doing at the moment and what's In The Pipeline that you can tell us about?

BR: Firstly, as above, the merging of our two key solutions into a more integrated platform. We're also looking to harness other reporting techs that are out there, in order to bring similar ideas that we've been working on for years... integrate other solutions, I can't really say too much about that at the moment, but let's just say The World's not stopping with PowerPoint, there are other things that we're increasingly looking to integrate with.

Generally, we have to promote the particular skills we [research specialists] have. I think the industry has actually woken up to the challenge of meeting this new concept of data viz: I think there are enough players specialising in the area, the difficulty comes when

If a company would take a closer look at what our industry already has in its toolkit they may well be pleasantly surprised - we've spent a lot of time on it!

people outside the industry try to find solutions for data viz. Although there are humungous players out there, Tableau and PowerBI, there's a whole plethora of BI products, and people think 'my corporation's a massive corporation, we've got Tableau and that does all our reporting, so I want to use that for my MR reporting', and it really isn't a shoe-in. BI really doesn't understand the concepts of MR - in MR we have low base suppression, we have multi-response questions, all sorts of things like stat testing, significance testing that are completely foreign to the world of BI... so it may take you a long time to be able to shoe-horn those products into being usable for market research, whereas if a company would take a closer look at what our industry already has in its toolkit they may well be pleasantly surprised - we've spent a lot of time on it!

Question of Size

NT: There have been some big buys in this area lately and some IPOs - is consolidation affecting you, do you find yourself competing against larger companies?

BR: We haven't really felt that directly. We have more of an issue when two clients merge, and there may not be as much need for product.

NT: How many people are we talking about in E-Tabs at the moment?

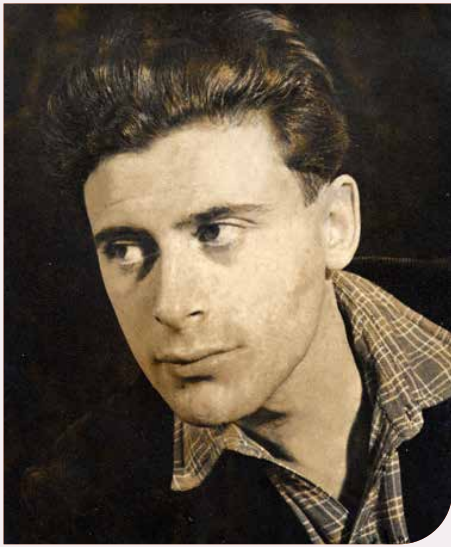
BR: 25.

NT: Do you feel like a small player in the market?

BR: I think in what we do we're bordering on medium-sized, obviously if you want to compare us with the likes of Medallia or Qualtrics then we're very small fry, but

UserTesting Gets Funds and Buys 'Teston' Platform *Mar 20 2020*

Customer insights platform UserTesting has raised \$100m in new funding, which it will use to increase market share and accelerate investment. The firm has also acquired Norway-based multilingual experience testing specialist Teston, for an undisclosed sum.



Benjamin's father was in *Thunderball*, *The Omen*, *The Italian Job*; *The Professionals*, *Dr Who*, *The Borgias*, *Space 1999* and *The New Avengers...* and 273 other films and shows - [full profile here](#).

in terms of the niche that we're in, we're quite a significant player.

Obviously when you've got large companies merging or even small ones being swallowed up that does bring them more marketing power; so it's something we're on the lookout for, because it's not just enough technically doing what you're doing, it's about who's behind that, and we're very firm believers that you're not just buying a piece of software, you're actually buying a partner to get you to your end point. It's not just a question of 'Product B will do the same as Product A, A's cheaper let's just go for that, because at the end of the day when it hits the fan and at 2 o'clock in the morning you need support for your product, you need a partner that's going to be up and helping you, and with people located around the world we can offer support round the clock. The issue with becoming a huge company is all the red tape and then you can't get anything done. We're quite happy where we are.

Skills

NT: You've been involved in programming / developing, in market research, and then there's visuals - display and presentation / graphics... how do you see yourself in terms of the mix of those skills now..?

BR: I'm certainly not a programmer any more, though I understand enough about what they're doing that our developers can't pull the wool over my eyes when they say they can't do something - I generally know there's a way of doing something, you just have to find it. I'm not very hands-on in terms of data visualization, creating visuals and charting, so it's all about running the business.

NT: More generally how do you divide the teams up at E-Tabs, in terms of the project teams / core business?

BR: The business is really split into two areas, one is the software side of things and the other is service, so software would be sales, direct support, development, and the service side is where clients come to us to do the work for them. So they don't just come to us to buy a dashboard or a licence to be able to automate their reports, they want us to do that for them. So our business is basically split up between those two sides. About 50% of the company in R&D

and 25% on the service side - plus 25% in ops and sales.

NT: Apart from yourself, are there others who skills cross over the divide between the two?

BR: Yeah absolutely. There are a few project guys who understand the programming concepts very well but they also understand the actual use case of the products so they're a very good conduit between understanding the customer and their needs and our skills and what we can do for them.

Motto

NT: Do you have a personal motto by which you run your life or operate your business?

BR: I like the motto 'Every day is a second chance'. In business as in personal life, you win some and you lose some, but at least if you believe in yourself and in those you love and care for, including your employees, you can always move on, and keep trying. You never know what tomorrow's going to throw at us.

NT: That seems to bring us back full circle to Robert Rietti and his approach to things! Benjamin, thanks for talking. ■

Every day is a second chance'. In business as in personal life, you win some and you lose some, but at least if you believe in yourself and in those you love and care for, including your employees, you can always move on, and keep trying.

SurveyMonkey Debuts Product and Concept Test Tools

Mar 31 2020

DIY research software firm SurveyMonkey has launched a suite of tools called Expert Solutions, through which customers can test product and marketing concepts with a global audience.



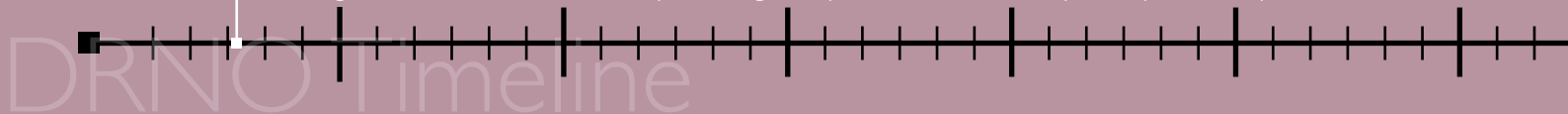
FASTER, BETTER, MORE

By Debbie Senior, VP Product Automation, Toluna

Pyramid Analytics Gets Funds for Global Expansion

Apr 2 2020

Amsterdam-based business intelligence (BI) platform Pyramid Analytics has raised \$25m in a funding round, and will use it to expand its global presence and develop new partnerships.



Debbie Senior, Toluna's VP Product Automation, looks at the need for speed, and the other factors driving changes in the way we process, share and display data.

Data Visualization helps everyone understand information, and being fastest to that understanding is the key to giving companies a real advantage in an increasingly competitive world. Visually presenting data makes it easier to pull out insights and make it actionable, ensuring that business decisions are based on fact rather than outdated hunches or senior-management whims. Technological change affects all businesses at increasing speed, and with more and more data readily available it becomes critical to ensure it is easily digested to provide timely, actionable insights. So what are the key trends and what's driving them?

Major shifts in data visualization

The global economy is speeding up, and unprecedented changes such as the COVID-19 pandemic make the world more unpredictable than ever: it's critical that businesses understand the changes around them and can react accordingly. Over the last five years, business demand for faster access to accurate and insightful data has focused suppliers' attention on speed and efficiency improvements in the path from research to data visualization to business decision. Five major trends can be identified:

1. Democratisation of research

With the advent of accessible tools,

previous barriers to entry for large-scale research have fallen significantly. Where prohibitive costs, lack of skilled staff and access to infrastructure may have made timely feedback impossible for all but the largest brands, the new generation of tools have all but knocked down the barriers. Smaller brands can now access actionable market research using accessible tools to collect, visualize and digest huge amounts of data.

Organisations are moving to data-driven decision-making and data-driven culture, and as they do so more people across departments and within all sizes of business bring their customer knowledge and skillset to understanding data. Accelerated collaboration helps provide targeted value to consumers, giving them what they want by providing products and solutions that are really needed in the marketplace.

2. Simplicity

Packaged tools and end-to-end solutions have emerged that can power faster reactions and offer instant feedback to ensure businesses don't miss time-critical opportunities. Time needed for research has collapsed from being measured in weeks to days to hours, enabling more agile and confident business development.

Making the complex simple is the true aim of any data visualization tool, allowing less specialist users to concentrate on immediate insights, rather than concerns around technical issues of access to or reliability of



Debbie Senior
VP Product Automation
at Toluna

Debbie is responsible for driving the strategy, creation, and growth of automated solutions on the Toluna Start platform that meet client / market needs, serviced or DIY, enabling clients to benefit from high quality, efficient insights for agile decision-making. She has a 20+ year research background with diverse expertise including research consultancy, product/ solution innovation, commercial sales, training, and marketing.

Phebi Launches 'Detect' Audio File Insight Tool

Apr 24 2020

In London, voice technology firm Phebi has launched an SaaS product called Phebi Detect, which the firm claims makes it easier to process audio files collected during online or phone studies.

data. With technology as the expert background enabler, businesses focus on using key insights to drive success.

3. Collaboration

Businesses need to easily share insights with multiple stakeholders, as both quick insights and more diagnostic or detailed explorations need to be seen at time-critical decision points.

The ability to share well-presented data across departments and levels of stakeholders, as well as to create

Use of templates & automation drives higher-quality standardised inputs, resulting in stronger & more accurate insights.

reports with colleagues using a shared platform, fosters an accelerated level of effective collaboration. This is further enabled by the power of having a single login to access, merge and export data from a single platform.

4. Flexibility

Interactive tools make it simpler to interrogate data in real-time for instant results, flexibility that enhances the potential for deeper understanding. The ability to filter information by gender, age or other demographics, or by different consumer types, allows an extremely granular picture of target markets to emerge with potential opportunities that may have been missed with less agile access to data.

Multi-layered access for different needs and stakeholders allows for a range of requirements, from immediate KPI summaries to the ability to delve into extreme details to substantiate decisions and explore further

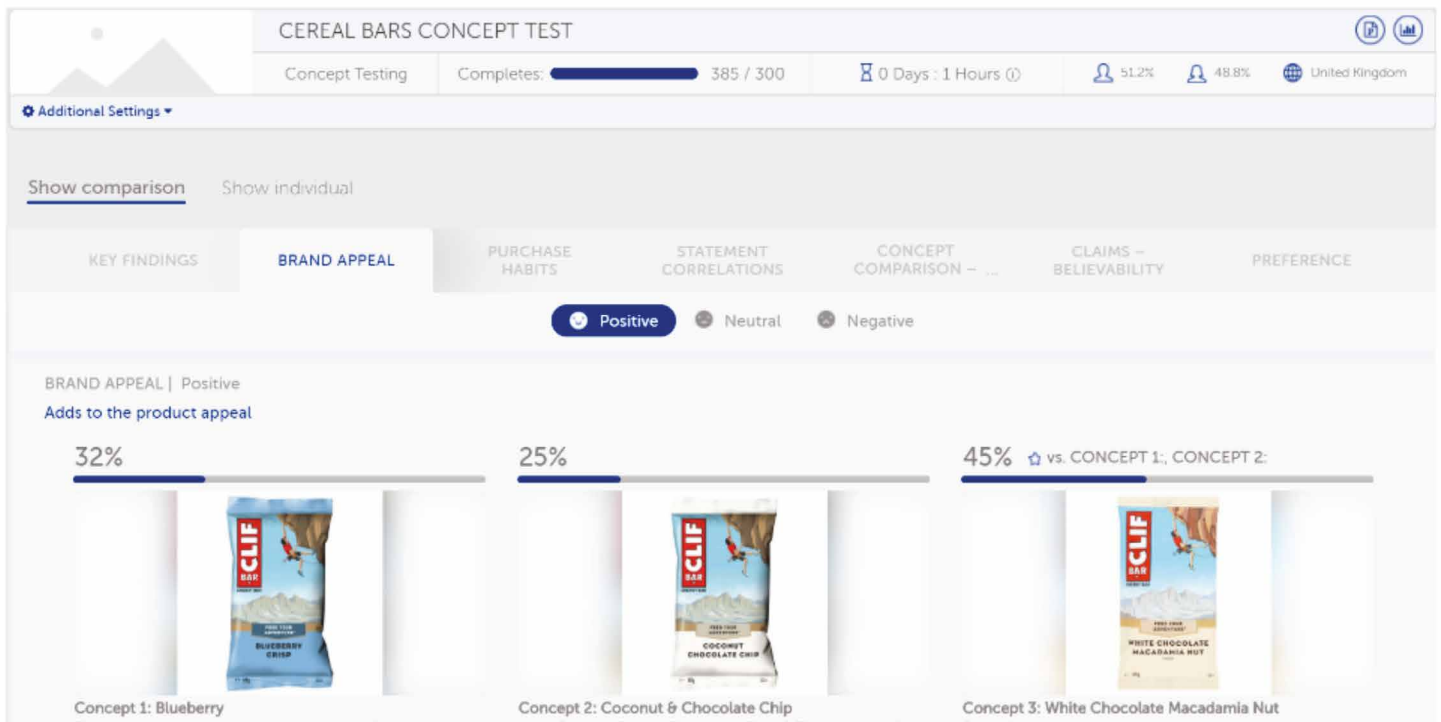
opportunities as needed.

5. Automation

Integration of technologies such as machine learning (ML) and natural language processing (NLP) reduce the direct workload for humans while uncovering better insights through automation. AI-powered data visualization not only helps businesses find what they are looking for, but can also suggest opportunities that had not previously been seen.

Tools are continually expanding automation capabilities, supporting more accurate visualization with previously unseen speed and accessibility, and results can be gathered at a fraction of the cost of traditional methods.

Use of templates and automation drives higher-quality standardised inputs, resulting in stronger and more accurate insights. Further ability to extract



Medallia Buys Speech-to-Text Specialist Voci

Apr 27 2020

California-based customer experience management specialist Medallia has agreed to acquire real-time speech-to-text platform Voci Technologies for around \$59m in cash.

data into the cloud, or to create APIs that link to companies or third-party reporting platforms enables even wider data integration.

Adapting to key industry trends

In a post-COVID, increasingly digital world, more than ever businesses need to understand and adapt to the 'new normal'. Finding a profitable way forward will depend on having access to up-to-date information on consumer behaviour in order to make sense of the massive scale of unexpected change. Businesses need to adapt quickly - or fail.

The rise of end-to-end research platforms that combine smart technology and expert research solutions feeding automated data visualisation, means that decision makers from all parts of the business and all backgrounds can quickly and easily get

Interpreting data is a critical aspect of running a successful business, and will only get more so.

the answers they need with confidence, without deep research expertise.

One platform leveraging emerging technology and offering a one-stop shop that lets you take control of your data is the new version of Toluna Start, released last month.

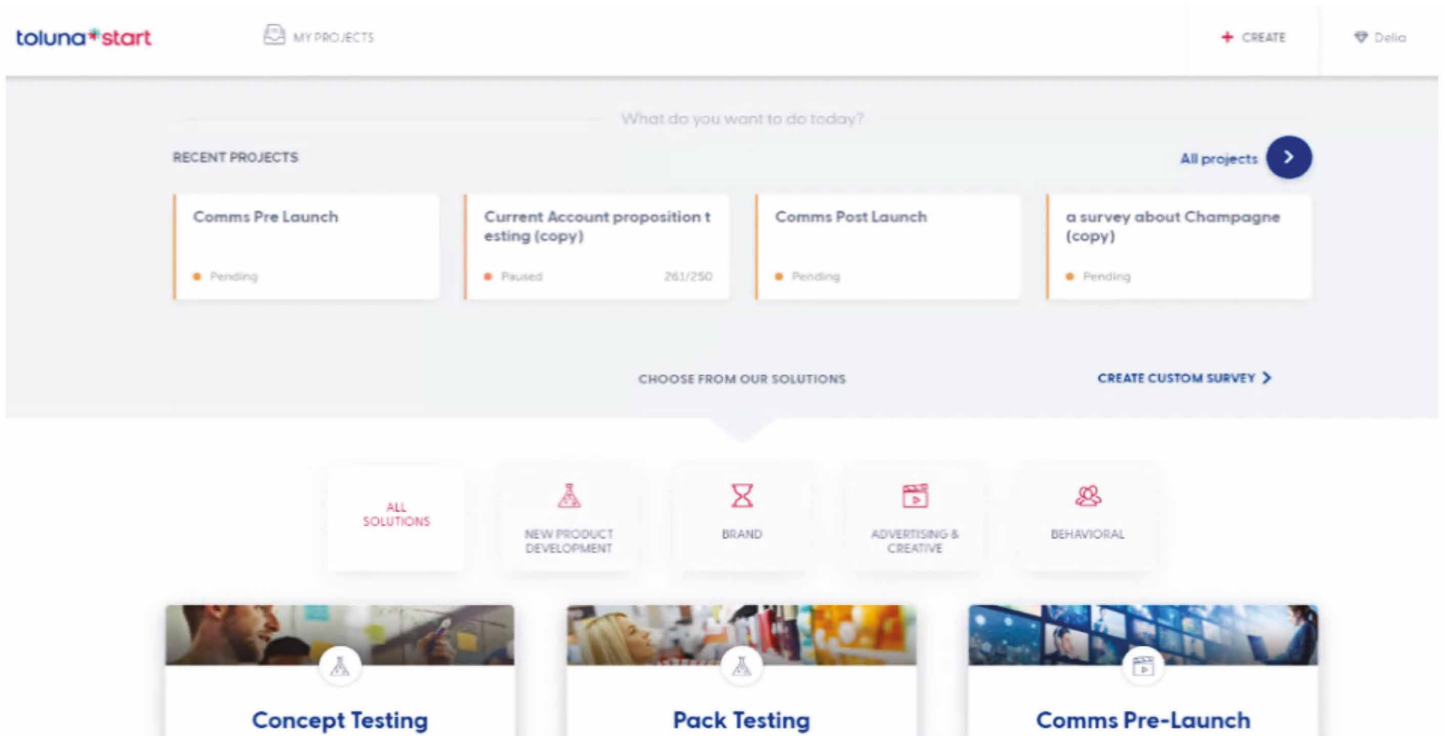
Toluna Start packages sophisticated research methodology and access to a massive number of consumers within a single ecosystem that means businesses are able to make sense of their data immediately. Data is accessible from the start and is easy to manage for different levels of understanding - critical when massive amounts of data are in use to

facilitate better decision-making.

Looking to the future

Interpreting data is a critical aspect of running a successful business, and will only get more so. Making the complexities of data as simple to understand as possible opens up unexpected insights and drives new, enlightened ways of thinking. Integration with different data sets and the ability to encompass bespoke or third-party data systems offers ever more detailed dashboards and comprehensive support for faster decision-making, while opening data up to wider audiences enables more productive collaboration to holistically benefit businesses.

The future may be unclear; in our world of accelerated and unpredictable changes, but the ability to quickly gather, interpret and act on valuable insights to support business success will remain a critical tool for all. ■



Stats Perform Brings in Product Specialist

May 4 2020

Sports tech data and AI business Stats Perform has appointed long-time IBM exec Nancy Hensley as Chief Product and Marketing Officer.



ONE TO WATCH

By Carl Wong, , CEO Medallia LivingLens

Video is set to change the way we conduct market research. But, asks Medallia LivingLens CEO Carl Wong, is the industry really ready for it?

Video is set to change the shape of the research industry for the better over the next five years. Although it's already the medium which organizations use to transmit a more immersive brand experience to customers, it also has the potential to support them in understanding what makes their biggest customers - both their promoters and detractors -

tick at a much deeper level.

Research carried out by Cisco predicts that by 2022, video will make up 82% of all internet traffic. The trouble is, more video means more data; data that historically has not been easy to work with. As a result, organizations have been somewhat slow to embrace video as a means of collecting insights.

Extracting relevant consumer data and insight from video at scale can seem daunting. But research and insights teams that begin leveraging video intelligence and analytics technology today, will be at the forefront of our industry tomorrow.

Indicative Launches Tool for Non-Techies

May 12 2020

In New York, customer analytics software firm Indicative has launched a solution to help non-technical people work with data.

Video: Moving from qualitative to quantitative

Researchers may question whether they need yet another data source – particularly one which is as seemingly cumbersome and sprawling as video. They may well ask themselves “... but how do I even extract data from a video?”, or even “isn't video just a 'nice to have' to illustrate more robust data?”.

Thanks to the innovation and investment that's gone into AI and machine learning in recent years, video has increasing potential when it comes to providing rich consumer data. It's predicted that the video analytics industry itself will be worth \$20.80 billion by 2027.

This is great news for the market research sector, particularly given that video can go where traditional consumer insight methods can't – to the very heart of consumer sentiment, emotion and behavior.

It provides brand ambassadors and detractors with a more fluid platform

from which to talk about their emotional connections with a brand, product or service and communicate their thoughts at a much deeper level than traditional quantitative methods. What's more, we can now synthesize sentiment, emotion and behavior into useable data.

As a result, investing in a video intelligence tool is an investment in the future. These platforms allow organizations to not only capture emotive video research and manage it effectively across their business, but, interactive charting and data visualization functionality built into a video intelligence tool can allow organizations to easily identify key themes, patterns, and trends within their video content. In essence, this means that video can contribute to quantitative as well as qualitative insights like never before.

Data analytics and visualization in action

So, what is actually possible right now when it comes to extracting data from consumer research videos? Does the

industry have the tools it needs to get 'ready' for video analytics?

Medallia LivingLens has been at the forefront of ensuring that data can be extracted from rich video content for some years now. Two of the key features of our platform are its natural language processing capabilities, and its ability to analyze sentiment, emotion, themes, objects and activity from filmed consumer insight interviews. This technology means that more in-depth analysis of research videos can be performed quickly, and at scale.

For example, our facial emotional recognition technology works by identifying key landmarks and expressions of the human face, such as the corners of the eyebrows, corners of the mouth and tip of the nose. A collection of deep learning algorithms then analyzes these regions to classify a facial expression. Combinations of these facial expressions are then mapped to a specific emotion.

Without the right technology, it would be impossible for researchers alone to perform such analysis at scale and reach a conclusive verdict about what they have seen given the complex intricacies of human emotion and its manifestation as human facial movements.



Start your 30-day free trial of Medallia LivingLens today.

Visit livinglens.tv to learn more.

\$31m Funds for Insight Platform Morning Consult

May 13 2020

In New York, consumer insights platform Morning Consult has raised \$31m in a Series A round of funding, which it says it will use to 'further accelerate its transformation of the market research industry'.



Carl Wong,
CEO Medallia LivingLens

Carl is co-founder and CEO of LivingLens. Carl's background is in marketing and consumer insight roles, both client- and agency-side. A former AURA council member and GIMRA chair, he holds the Market Research Society Diploma and the Chartered Institute of Marketing Postgraduate Diploma. Carl drives the vision for LivingLens and engages customers in the big idea. Carl has a passion and enthusiasm for video, delivering insight within market research that you'll find infectious.



However, perhaps the most important part of our technology is that it has the ability to tag, categorize and visualize the data that is being produced from a multitude of video sources, including surveys, our mobile app, or even a Zoom video call.

For example, if we take the technology's natural language processing capabilities, certain phrases as spoken by a participant can automatically be recognized and categorized as 'good', 'bad' or 'neutral' in sentiment. So, for instance, the technology would know that a phrase like "it's amazing!" is even more positive than "it's good".

As these brief examples have demonstrated, the advanced tools needed to analyze video are readily available for the industry to use.

Visualizing the video data

Given the amount of consumer research video that is being produced today within any organization, it is vital that data visualization tools are set up so that key themes, as well as consumer behaviors and sentiments can not only be analyzed, tagged and captured, but easily accessed at a later date for easy re-use. So much of what researchers do is not just about the collection of data, but about the way the data is understood and applied to tell a convincing and accessible narrative.

Complementing our analytics tools, we've developed an innovative and intuitive data analytics module that helps businesses to spot important themes and trends and often uncover fundamental findings in the data that they may not have even been looking for. Using automatic sentiment analysis, automatic coding of key themes and intelligent code frame topic creation, businesses can quickly access the rich data extracted from videos and set about presenting it internally to inform strategic business decisions.

For instance, the data from our natural language processing tool produces a word cloud – this providing quick visual reference to the key phrases and words used to describe a product or service. In addition, our facial emotional recognition

To put it bluntly, trying to garner insights from video without the help of data visualization is like trying to drive a car with a blindfold on—possible, but inefficient, irresponsible and frankly, a little overwhelming.

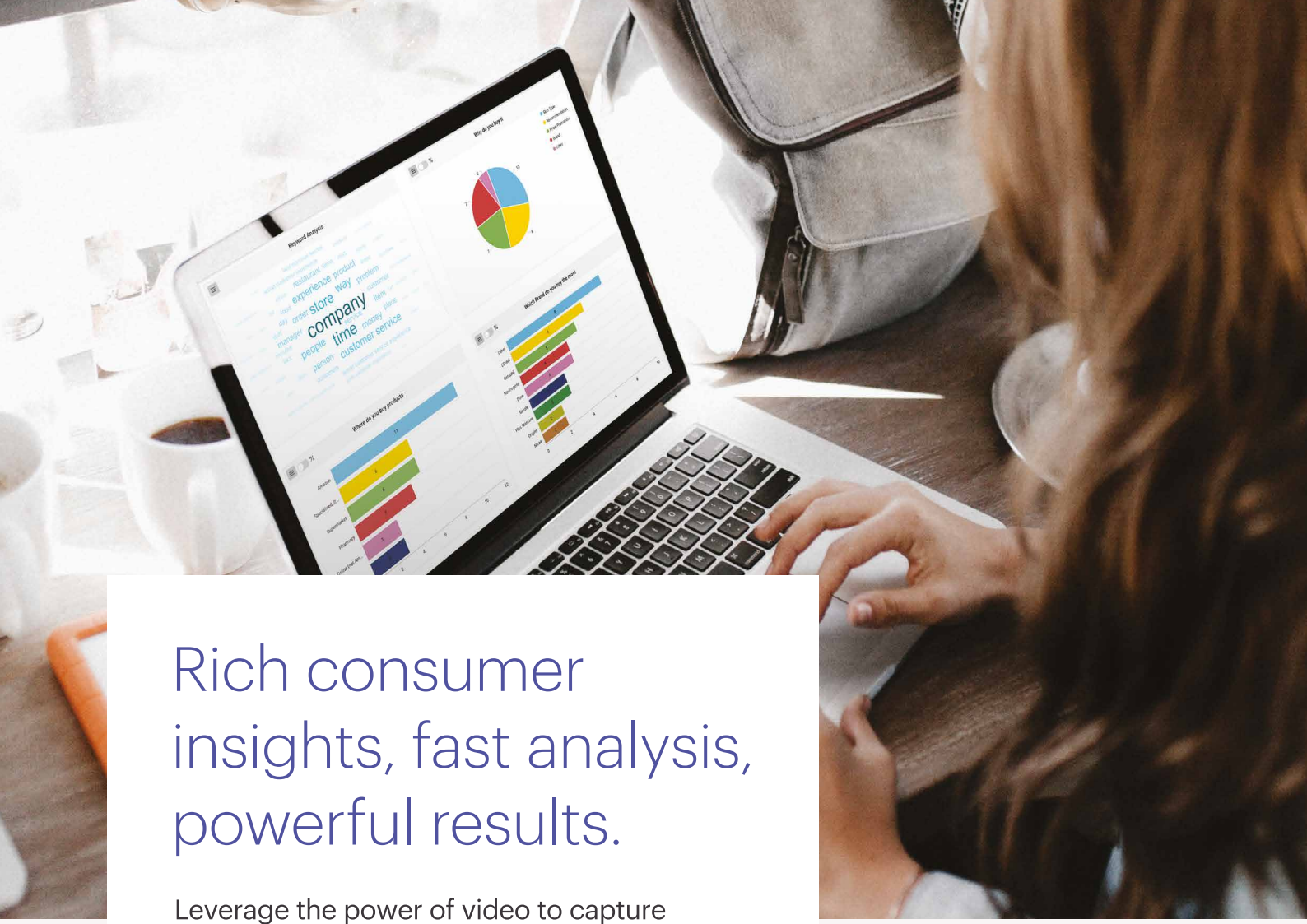
tool can categorize emotions within interactive pie charts, meaning that researchers at a glance can see overall sentiment trends without the need to sift through hours of video analyzing complex facial patterns.

Rich data with rich visualization

To put it bluntly, trying to garner insights from video without the help of data visualization is like trying to drive a car with a blindfold on—possible, but inefficient, irresponsible and frankly, a little overwhelming. Let the available technology help make the data work for you.

Those who embrace video as a data source now will unlock unlimited potential for growth in the future – particularly given current market conditions. Video has the power to unlock a relatively untapped source of rich data, and when used in conjunction with the right data visualization tools, it can provide organizations with a deeper understanding of their customers much quicker than traditional analytical methods.

What's more, a lot of the tools used to extract data from video already exist. We just need the industry to become better educated as to how video can be harnessed as a means to supplement – and maybe even replace – inhuman sources of data and their outdated collection methods. ■



Rich consumer insights, fast analysis, powerful results.

Leverage the power of video to capture compelling and actionable qualitative insights from your consumers, users, and employees.

Medallia LivingLens helps the world's leading brands and market research agencies work with video feedback at scale by analyzing the data contained within speech, sentiment, emotion and objects. Our video intelligence platform simplifies the complexities of video and aims to free your organization's resources so you can focus on what matters to you – understanding your customers, employees and users better. Automatically extract insights and identify key themes that take you to meaningful content quickly, so you can tell powerful stories to inspire action and drive change within your organization.

zoom

Now with added Zoom integration – analyze the speech, sentiment and emotion of your video calls in just a few clicks.

Start your 30-day free trial
of Medallia LivingLens at
medallia.com/livinglens

Medallia LivingLens

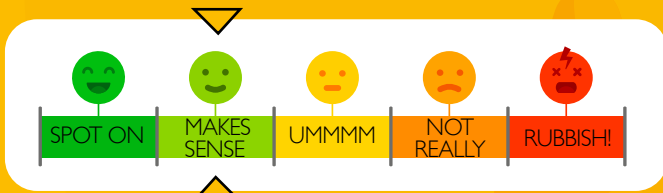
AGREE OR DISAGREE?

Data Viz Trends 2020

A.I. SHOULD BY NOW BE PULLING RESULTS OF POSSIBLE INTEREST OUT OF THE MASS OF DATA, AND FLAGGING THEM UP FOR RESEARCHERS.

'Statistical testing can be automated to enable a researcher to get to the interpretation stage so much faster'
Richard Collins, Askia / Ipsos

'That's the goal but we aren't quite there, yet. There is an in between stage where it needs to be a mix of both for people to be able to 'trust' the AI recommendations they are receiving'
Grant Osborne, Infotools



OVERALL VERDICT:
MAKES SENSE

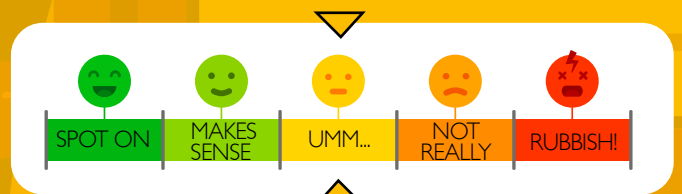
(FROM 15 ADVERTISERS & CONTRIBUTORS)

'Dashboard customisation is a critical balancing act when delivering a useful insights tool for the business'
Pete Ansell, Kicktag

'It is good to have the ability to customize a dashboard if needed, but having a great starting off point which most customers will use is critical, especially for newer users'
Vache Morayan, Medallia

'In my experience users may want customisation, but often don't have the time / know-how to do so. A nice standard look can get them up and running and realising value from their data faster'
Grant Osborne, Infotools

BUSINESS USERS - BOTH INDIVIDUALS AND COMPANIES - WANT TO BE ABLE TO CUSTOMISE THEIR DASHBOARDS AND ANALYSIS / CHARTING SOFTWARE (SO DON'T SPEND TOO LONG ON DESIGNING A STANDARD 'LOOK')



OVERALL VERDICT:
MIXED

The first part generally agreed, but the second a non sequitur.

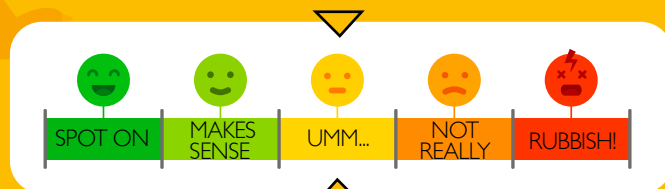
'There have been examples showing this, and yes, it is a challenge to overcome for bias-free analysis'

Grant Osborne, Infotools

'for this reason, such tools should be viewed as support tools, not the final answer'

Pete Ansell, Kicktag

IT'S IMPOSSIBLE TO REMOVE THE BIAS FROM ANALYSIS: EVEN SOFTWARE INHERITS THE BIAS OF THE DEVELOPER - WHETHER OR NOT THIS IS NECESSARILY A PROBLEM.



OVERALL VERDICT:
UMM.....

...in fact almost everyone declined to take sides on this!

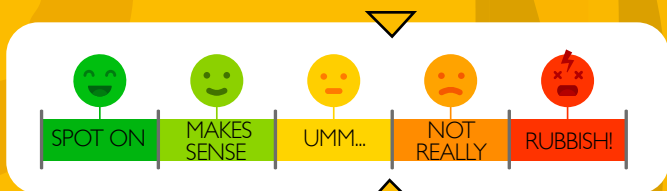
DEMOCRATIZATION OF DATA IS DANGEROUS - SOME CLIENTS, IF LEFT TO THEIR OWN DEVICES WITH DIY RESEARCH PACKAGES, WILL END UP WITH BAD DATA AND WRONG OR IRRELEVANT CONCLUSIONS.

'It depends on the project and how it will be set up'

Richard Collins, Askia

'Roles-based access can be a safe gateway to give the appropriate analysis tools to each stakeholder group – typically keeping dashboards and infographics for the majority of users, and Analysis Tools for power users',

Pete Ansell, Kicktag



OVERALL VERDICT:
NOT REALLY / NOT SURE

(FROM 15 ADVERTISERS & CONTRIBUTORS)

Apparently too controversial just to *agree* with, this one, 'though most would admit it *can* be dangerous in at least a few circumstances.

PODCAST

in conversation:
PAUL TWITE

listen to the podcast at
mrweb.com/drno/paultwite.htm



PAUL TWITE
TOLUNA

*Interview by MrWeb's Nick
Thomas on September 2nd.*

Paul Twite, Toluna's MD EMEA and LatAm, talks about challenges in life generally and in joining the MR industry in particular; and looks at the company's two big recent announcements - rebranding and the launch of Toluna Start.

Accenture Buys 'Automated Insights' Firm Byte Prophecy *May 18 2020*

Global consulting group Accenture has acquired Ahmedabad, India-based Byte Prophecy, described as an automated insights and big data analytics company, for an undisclosed sum. The buy adds nearly 50 data science and data engineering staff to its Applied Intelligence division.

Parents and Early Career

NT: Tell me something about your parents and how they've influenced the career you've gone into and the way that you do business.

PT: My dad was from a single parent family, very quiet, very bookish, and would always take the intellectual route in any discussion, look for facts rather than emotion to guide him. My mum is much more of a firebrand and probably an old school hippy.. Unfortunately my dad died when I was 17, doing my A-levels, my mum's reaction to that, she would throw up because of the stress of losing my dad, and I would start revising for my A' levels after she'd gone to bed. Seeing the way she rebuilt her life after that was extraordinary. So it was a mixture of how my dad applied intellect to every situation, educated himself, got a master's degree via a very untraditional route; and how my mum rebuilt her life.

NT: What takes us from there to market research, and what you're doing today?

PT: Media was my first love, I was at a post-grad college, one of the best in the UK, with some extraordinary people who went on to do extraordinary things, like Gary Younge who was the Washington correspondent of the Guardian for years and was inspirational. Then 10-11 years ago I fancied a change, media was shifting very fast, in lots of different ways, I spoke to some analyst friends after a headhunter had rung me up and mentioned Toluna. They said 'They're well worth looking at, technology-driven and the market is due for a shake-up'. The last ten years have shown that's true, and I don't think we've seen the forecast Armageddon of the industry happen, but there have been so many fast-moving changes. Since then it's been an amazing journey, great fun, an extraordinary board, a founder and owner still as driven today as he ever was, customer-focused. And I think the MR industry today is still a big opportunity, as well as challenging.

Researchers: Hard People to Change

NT: So you were working in media before..?

PT: Absolutely, I worked out of Hong Kong for 4 years for a media company, then came back and worked - I wouldn't say with, it was very much under - Michael Heseltine at Haymarket, which again was an incredible experience.

NT: Was the move from media to MR a big risk to take, and what were your expectations from this new sector?

PT: I'd love to say it was a big change, but at Haymarket I worked in b2b and probably across six different industry sectors at the same time, whether that was the marketing sector; printing sector; promotional marketing and events... so I was used to working across sectors, and I think running most businesses is a very similar process. The knowledge of a sector comes about through asking questions and listening, and the running of businesses is very similar; keeping close to your customers, anticipating their future needs. Probably the biggest jump was almost the cynicism, that someone could come into our sector and possibly understand what it is to be a researcher! So you get internal challenges but actually it was a very simple transition.

NT: Did you literally get people saying 'of course you're not a researcher so you wouldn't understand?'

PT: I think the challenge is when you're surrounded by very bright and inquisitive people that there can be a tendency to know they're doing something the right way, or feel that because they've always done it a certain way it's the correct way - and one of my primary goals when joining and working with my CEO was obviously to change the business, and I think change management in research firms is probably more challenging but ultimately more effective than in other sectors.

You can encounter five people in the same sector team doing things in a slightly different way, even for a standardised piece of research, just because intellectually they've done concept testing say, a certain way. Standardisation is such a horrible word but putting some sort of system in place where people do things in a similar way across an organisation has huge benefits not just in terms of efficiency but in terms of customers - so whichever door they enter the business and wherever it is geographically they're getting a similar service / product if you like. So there were challenges getting people to see that - and positioning was key because of the horror of hearing a word like standardisation, you did have to work your way through the entire organisation.

The knowledge of a sector comes about through asking questions and listening, and the running of businesses is very similar; keeping close to your customers, anticipating their future needs.

Ferguson Replaces Oslash;streng as Confirmat CEO

May 19 2020

Ken Oslash;streng, CEO of research software firm Confirmat, has left the company following its sale to Nordic private equity fund Verdane. Tech sector exec Kyle Ferguson has now taken over his role.

...normally when you're doing change management, you turn the head of the organisation and the body follows. In research firms, you've got to turn the head, then the shoulders, then the body and the legs, probably all individually over time, the good news is once that's happened you've got the emotional and intellectual investment in the team, so I would say that in a lot of the larger [research] businesses change is something that's quite difficult to manage, and we're quite lucky that one of our core values in the business is think big and embrace change. It has to be if you are going to survive and thrive in this

Toluna Group Rebrand

NT: In the light of what you say about standardisation, why did it take so long then to have this rebrand and get everything under the Toluna name?

PT: Great question, and if you look at Toluna becoming the main brand, the previous one was ITWP, our shareholding umbrella if you like for the business, there was this thought that we're fast-growing, we're still relatively small, I'd like to think we're still humble, having four brands wasn't adding value.

Now we have Toluna, Harris and our Chinese business KuRunData, growing incredibly fast and doing a great job, and the choice wasn't to remove the Harris Interactive or KuRunData brands, but to leave all three brands doing a fantastic job in their own space. So yes it took us 5 years to do the rebrand, but we still see benefits in the brilliant work Harris Interactive is doing around adding true expertise in their sectors and it's certainly been outperforming the MR sector as a whole which is great, so there was no need to go to one brand. Had we been a very large multinational research firm we would have changed the logos over the doors 5 years ago.

sector. I think some research firms - I won't name them, but you can see the ones that are struggling to survive Covid, and they are real challenges, but it is that ability to really listen to customers and then to pivot where it's required. Without being indecisive.

Identifying brilliant leaders is also key... Normally acquisitions can be a bit like 'the acquirer's won, the people who have been bought have lost and we'll replace them' - but we've really identified the talent across the team, based on meritocracy, so it's worked very well.

NT: Tell me a bit more about KuRunData, as that's probably the one people know least about, out of the three names.

PT: That's a tech business that we acquired I think 3 years ago, and it's added real value. It's a Chinese company, it's now a JV as all companies must be in China, and it was already a great business, fast-growing again, in the survey space, and we felt it had a natural fit with us. It's inside the Chinese firewall so it's able to do very fast very high-quality research, and I think shared similar values. Our own digital tracking tech, we've been able to now put into that Chinese panel; they're doing some extraordinary stuff embedding questions into social media platforms in China like WeChat, so it's worked very, very well. One tangible benefit to the business was when Covid hit, understanding and learning from their plans and their reactions since the APAC market was hit first. The response by our shareholders was that their strategic response was best in class because they were immediately focused on the opportunities... so they will enjoy fast growth this year.

Toluna Start - Overview and Drivers

NT: You've been making a lot of moves recently to bring different bits of the survey process together into a single platform - tell us a bit about the rationale behind that.

PT: How we've looked at the process is: we've always had a tech platform, which we built up ten years ago, then launched into panel and at the same time having analytics, so that once surveys are filled out you can start analysing that data. I think what's most exciting is that as of this month, September, we're launching Toluna Start, which will be a true end-to-end consumer intelligence platform. So it's taking our legacy of technology - we started with the tech probably before the market was ready for it ten years ago - but now taking that legacy and really putting it on steroids and involving [eg integrating] it.

Toluna Start... will take the collaboration element to new levels - sharing info across the organisation

With Toluna Start we'll see robust automated methodologies - you clearly want your methodologies to be road-tested, you want them to be automated so there's speed there, but it will take the collaboration element to new levels - sharing info across the organisation. If you

Growth Funds for Data Viz Firm Brytlyt

May 22 2020

London-based data visualisation specialist Brytlyt has raised \$4m in a Series A round of funding, which it will use to build its sales operation, enter new markets, and grow its engineering team.



want to create templates so that quality indexes increase and usage becomes standardised across large organisations, that's very easy to achieve [with Toluna Start]. Then there's innovation, which is made much, much simpler on the new platform - businesses will be able to have the flexibility within a framework to really, really innovate, and make iterative decisions faster, which is where the entire market is going.

The end to end platform is key - and in terms of visualization, the idea that a CEO or a CMO has ages to read a 75-page deck, clearly that's a myth and people know that but still insist on it. The visualization [challenge] is to explain to someone who is time poor, in a clear visual way what is going on in the data. That is critical, as is the ability to look at those visual cues and recut the data. So you will see in the Toluna Start platform you can start filtering. You'll have instant infographics telling a story, but then you might want to filter and have those images recut, that sort of ability will start coming in.

It's exciting for us, but what's honestly extraordinary is in EMEA and LatAm the old system Q2 revenues were up substantially, so you could say hang on, why change? - but it's in our DNA and our customers' DNA that we've got to be innovating, so the Toluna Start platform will take these core messages of embedded methodology, collaboration and innovation to new levels, and enable areas that haven't been touched before to be integrated as well.

So Yes this is automated, this is fast, but what it enables you to do as a business is respond to your business challenges at a pace that redefines the position of the insight team in a business and that business's ability to respond. I'll give you a specific example, I was with a client last Wednesday, they're a very, very large

Democratization of data is something my CEO mentioned 10 or 11 years ago, and I think then it terrified the industry because [of] the idea that 'someone stupid in marketing' could possibly ask questions of people...

CPG firm, one of the world's largest. The client said: 'your team and your technology has redefined our business's ability to respond to Covid, redefined our share price and it's redefined our bonuses'. That's me done in terms of impact on a customer, that's perfect... The second we're involved in price - if I start saying a concept test is £1.50, someone else will come up and say it's £1.25, so it's about value, not price.

We did some research 3 or 4 years ago into what was important to our clients, we had a lot of MR clients and then a lot of end clients: and back then speed was much more important to the corporate clients than it was to the MR clients, and you could see that disconnect. I think quite often MR companies assume things of their own customers that just aren't true. Which is ironic. When we present these things, [focused on] collaboration, innovation and so on, we're not presenting things we've sat in a dark room and decided are important to our customers.

Former CIE Chief Crispin Beale to Advise mTab

May 26 2020

Crispin Beale, former CEO of Chime Insight and Engagement (CIE), has joined survey analysis and data visualisation software provider mTab as a Senior Strategic Advisor.

We anticipate literally that more than 50% of projects for the iterative stuff will be from start to finish within 2 hours - a speed which... some clients find uncomfortable.

New Features: Collaboration and 'Democratization'

NT: I want to get a better idea of some of the new features that appeared with the September 14th launch.

PT: We see the automated methodologies extended, so they've always been very, very strong in the NPD area with various methodologies embedded in concept testing, pack testing. We see a lot more collaboration on the platform, so it's easier to share surveys, collaborate on work - which is kind of critical because for large organisations quite often you've got individuals asking fairly similar questions re fairly similar consumer sets at the same time, in different markets, so the ability to share that data across all parts of an organisation is key. On the visualization side, the ability to cut data in different ways, to instantly alter infographics based on different cuts of data will provide real differential. On the quality side - some of this is very technical but - some of the quota balancing has been made more robust so you're going to get even more quality. I think they're the key things.

NT: So the new system is a bit more iterative, feeding back results and adjusting on the fly, which has huge implications for data viz, having dashboards feeding things back to people real time as you go - can you elaborate on that?

PT: Let's look at that step by step: you can either look at things longitudinally and take very fast reads on situations - a lot of the work we've done recently has been very fast dips into consumer behaviour and you can thread them together to track over time; you can get instant driver analysis if you want to test concepts; if you want to test pack designs, pre- or post-comms, literally within minutes or within hours, our clients are going to get those results back visualized, whether that's simple stuff like areas of statistical significance highlighted; whether it's automated infographics around key points that can be shared seamlessly with your team - it's all about simplicity in terms of the visualization, the speed, and getting the key points across... we anticipate literally that more than 50% of projects for the iterative stuff will be from start to finish within 2 hours - a speed which... some clients find uncomfortable. We have had feedback before: how can I persuade my boss of the value if it's that

fast - but all the automation involved, the intelligence involved doesn't remove any of the quality.

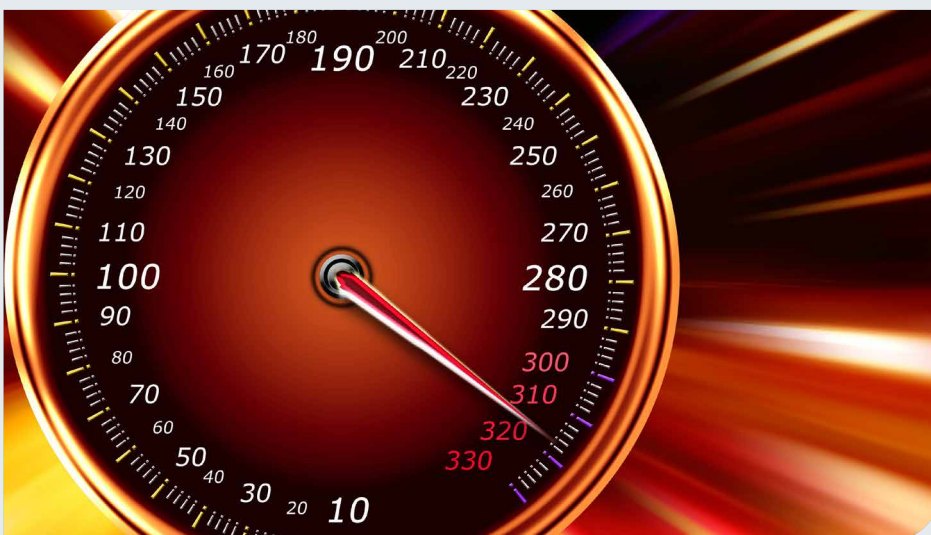
NT: We've heard a lot about democratization of data and making research results not just easier to view and to understand but also to cross-analyse, for people who are not research specialists and not data professionals. Is that a key part of what you're doing, and how do you see that evolving?

PT: Democratization of data is something my CEO mentioned 10 or 11 years ago, and I think then it terrified the industry because the idea that 'someone stupid in marketing' rather than the insights team could possibly ask questions of people... they'd do it wrong and the survey would be wrong and everything would fall over. The good news is with this, if you want to have the insights team ask all the questions that's fine, and I'd certainly suggest in some cases it's the best course of action - and then that information can be shared seamlessly with people across the org. Equally you can then share the templates that you've created, for example if you want a specific way of asking a barrage of questions, you can have that set out for the organisation, whether that's across divisions in one territory or globally, so there are real advantages to that in terms of consistency and quality - the insights teams can own the quality thresholds, but also share the data very quickly. Then flexibility - you can take automated modules for questions, very standardised, and then you can add at the beginning and the end of that automated module. People haven't seen that ability before: there's plenty of places you can pull down a module from a library, but what you don't have then is the ability to top and tail it with bespoke questions - this will guarantee robust methodologies at the core of what you're doing, and the flexibility around it.

Motto

NT: Do you have a motto, or a phrase by which you like to live your life or your business life?

PT: It's 'Actively listen to others'. I don't see globally a lot of active listening going on, I think people talk at each other, and don't listen. Actively listen, and be prepared to learn. ■



Experience toluna*start

Start knowing

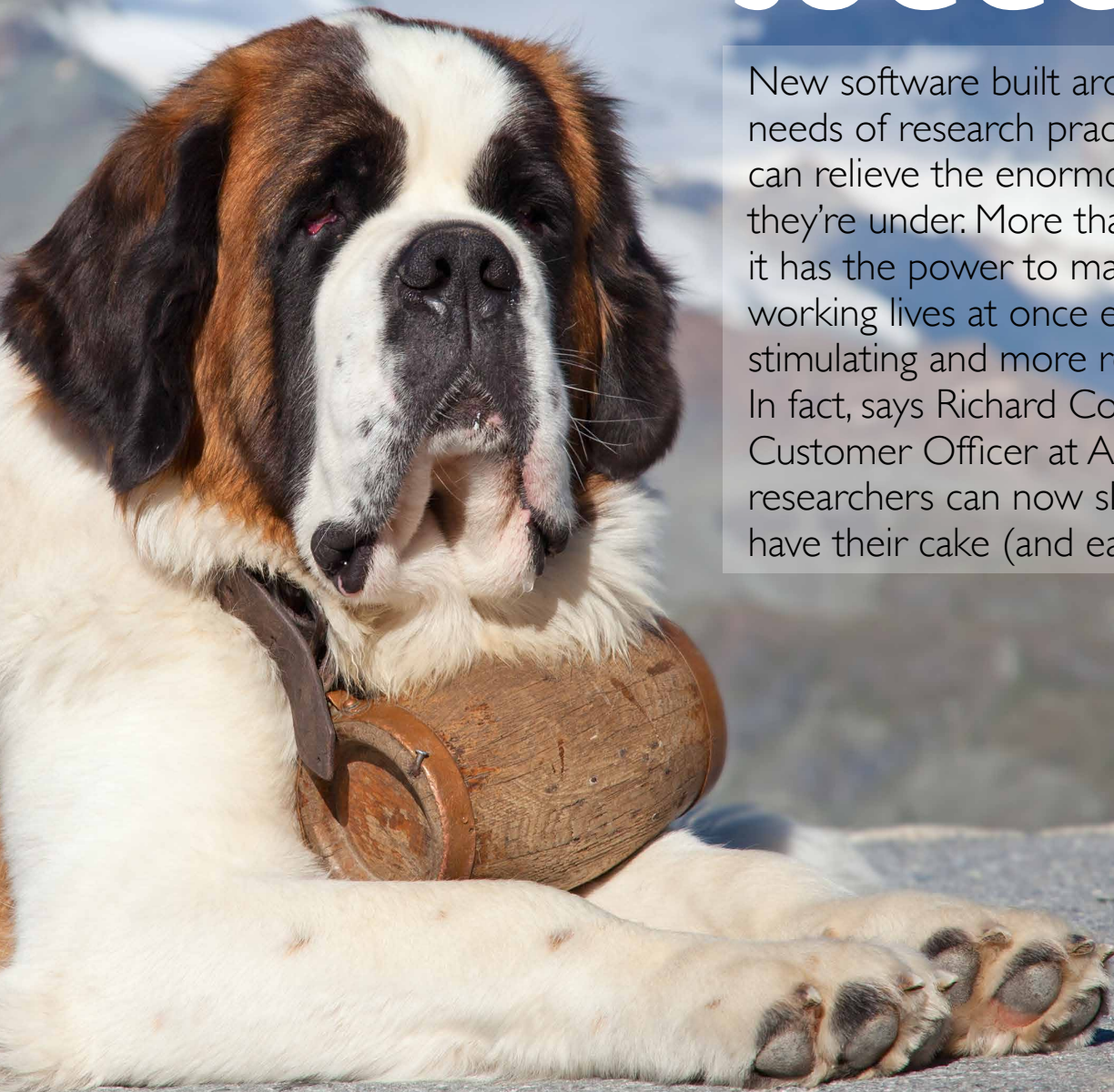
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HEY! SUCCOUR

New software built around the needs of research practitioners can relieve the enormous pressure they're under. More than that: it has the power to make their working lives at once easier, more stimulating and more rewarding. In fact, says Richard Collins, Chief Customer Officer at Askia, market researchers can now slice, dice and have their cake (and eat it!)



Former QuenchTec CEO Allan Shaw Joins Q One Tech *May 26 2020*

Former QuenchTec CEO and Syno UK MD Allan Shaw has joined market research software development company Q One Tech as a Consultant, working with the team on business development, product expansion and strategy.

Industry challenges and pressure on research professionals as individuals have been mounting over the last few years. Researchers are constantly being told to be smarter, quicker, more agile, more innovative and more accountable; to process, integrate and evaluate vast quantities of data, a growing slice of which is entirely unstructured; to maintain; to streamline; and to boost ROI. The list is getting longer on a regular basis, and that's without bringing Covid-19 and its human and economic impact into the equation.

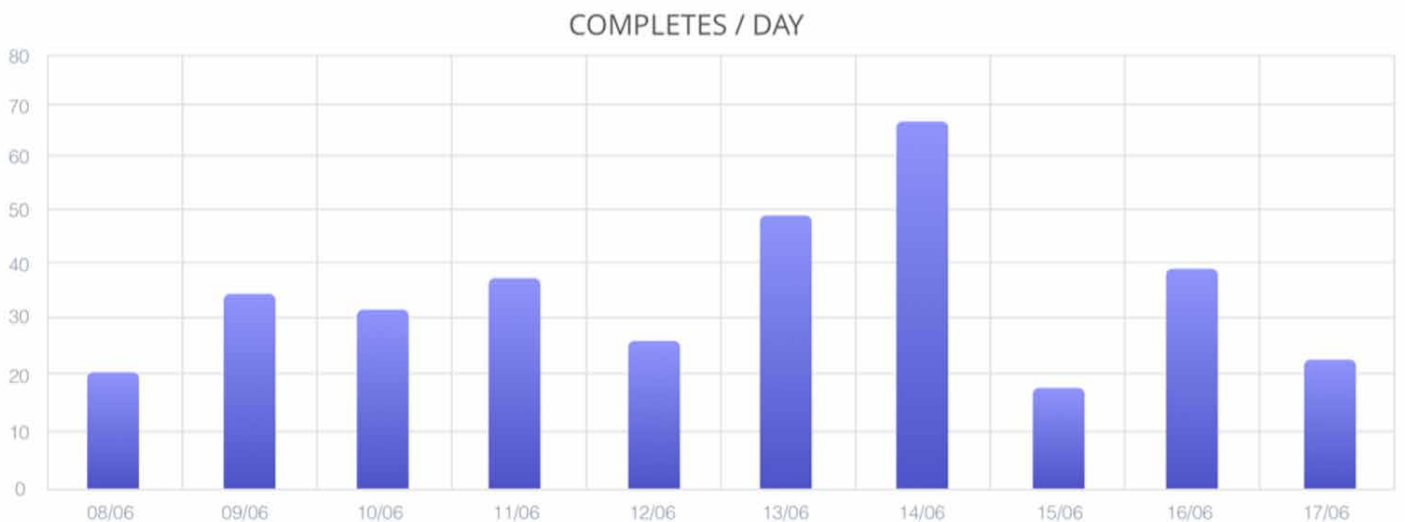
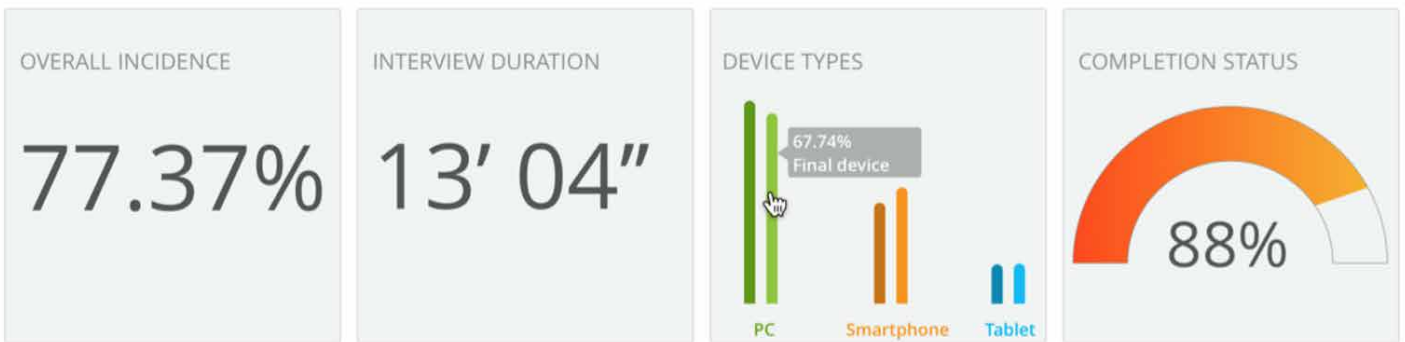
When we speak about visualisation, too often we focus on the visualisation needs of our clients and to some extent forget that the real heavy users of all market research tech are our own people, especially the ones who work day in day out in front of an application not always designed to serve the user experience. Some are technically good, but also true cataract creators!

Fortunately, winning combinations of best-in-breed technologies are stepping up. This year, Ipsos and Askia engaged in a long-

term partnership and, together with the 150 other MR companies already using Askia, have committed to build the MR software of the future, a truly game-changing tool for the industry.

Accessing a one-stop shop for the full research journey minimises stress levels when faced with an at-times overwhelming choice of tools and providers. Perfectly integrated systems that take care of everything behind the scenes remove opportunities for error. And that's without considering the significant time and cost savings involved. All of the above combines to free up researchers' time and energy to focus on what they are good at, which also tends to be what they most enjoy – making actionable recommendations and delivering business insights that make a splash.

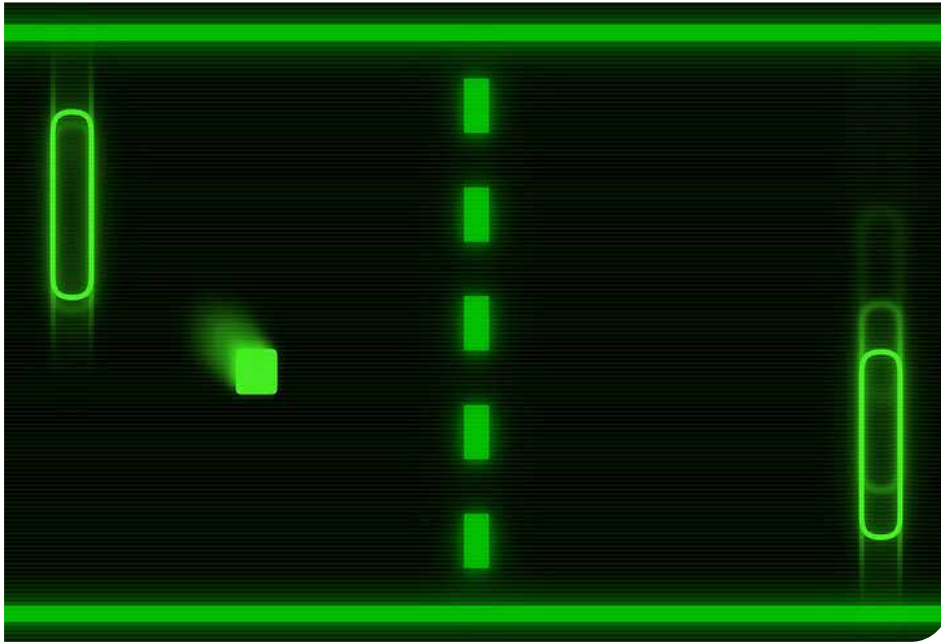
Last year, when traveling was still commonplace, I found myself in a long waiting line for my usual car rental. When I finally got to the customer desk I asked the sales representative



Divergent Insights Launches Survey Management Tool

May 27 2020

Southeast Asia-based qual and quant marketing intelligence company Divergent Insights has launched a cloud-based, fully automated survey management tool called OSM.



to show me the application she was using. I discovered that the design was very much similar to the PONG game by Atari from the 70s! And thousands of people are forced to work in these systems every day. Very similar to the banking and insurance industry, where COBOL was supposed to be phased out in the 80s and still those developers are forced to come back from retirement, since they are the few who really know the language and the code.

Building solid software capable of making complex calculations fast is great, but not sufficient on its own. It absolutely needs to look great, be efficient, not require people to insert the same information twice if it can be picked up from another data source, and be simple and intuitive. As Leonardo da Vinci said: Simplicity is the ultimate sophistication.

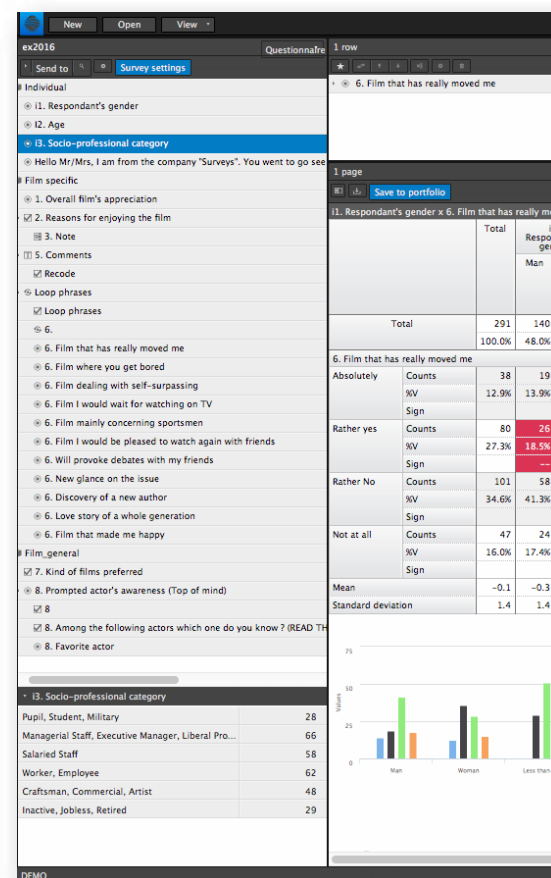
Poorly designed software has a cost. A very subtle one, but it is there. It generates dissatisfaction, inefficiency and creates staff attrition. It affects people's joy at work. Regardless of how good the calculations it makes, if the design is ugly, it is poor software in my opinion.

Let's rewind to before that splash and to the pre-Askia era. Our overstretched researcher is slumped over her keyboard having worked around the clock to try and make sense of, and find valuable insights in enormous datasets. She is feeling uneasy that she may have missed something important, or that perhaps she's manually introduced an error into the data that will skew the results.

I discovered that the design was very much similar to the PONG game by Atari from the 70s! And thousands of people are forced to work in these systems every day.

Today's version of that researcher paints quite a different picture. She's got a twinkle in her eye and a spring in her step. Work from the initial brief to online report delivery took only a day and she has absolute confidence in the near real-time findings it flagged up and, consequently, in her business insights and recommendations. The results are clearly presented on an interactive, intuitive dashboard that enables her to quickly shallow-dive, deep-dive, test and manipulate the data from whichever device suits her. She's neither dazzled nor overwhelmed by the data; she's empowered by it.

Excellent data visualisation is key to improving the work environment of research professionals. We believe that it's not all just about delivering cost and time



Comcast's Blockgraph Data Platform Becomes a JV Jun 1 2020

In the US, media and ad tech firm Comcast Corporation has partnered with cabling and connectivity giant Charter Communications, Inc. and broadcaster ViacomCBS in ownership of Blockgraph, a software platform promising more secure use and sharing of aggregated and anonymized data.

Our overstretched researcher is slumped over her keyboard having worked around the clock to try and make sense of, and find valuable insights in enormous datasets... Today's version of that researcher paints quite a different picture. She's got a twinkle in her eye and a spring in her step.

efficiencies and truly insightful, impactful data. While the end result is an incredibly user-friendly and insightful report, it's also of paramount importance that our users' experiences are inspiring, stimulating, enriching, smooth and enjoyable.

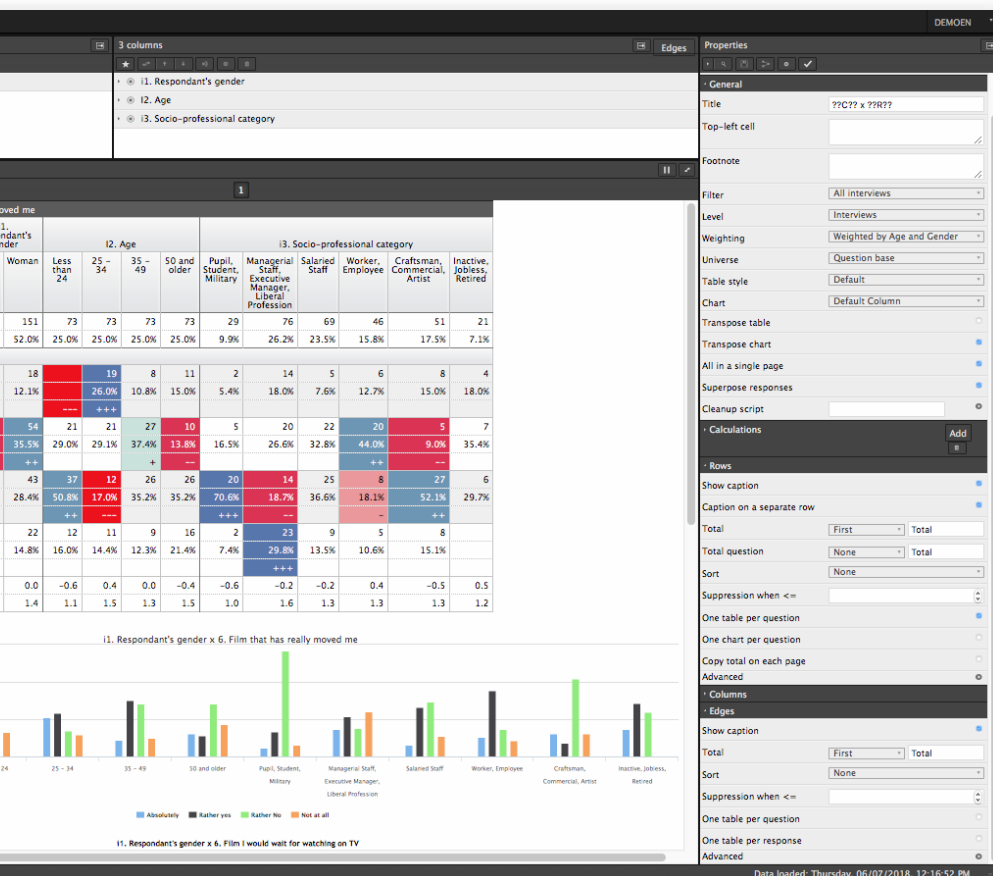
Ipsos and Askia are jointly building the tools that bring the data to life, that

enable it to tell a story and paint a picture. It is, after all, at the visualisation stage that the researcher gets to be creative, to challenge and test patterns and hypotheses as new variables flag up new noteworthy findings. This is market research of substance and quality served up in technicolour, in stereo and with all the trimmings. ■



Richard Collins,
Chief Customer Officer,
Askia,

Richard began his career in sales and account management roles for Quantime, SPSS and Pulse Train, leaving the last of these at the end of 2007 to join Conformat where he was Partner/Alliance Director - EMEA. From there, he joined US-based MR tech company Decipher, establishing its first overseas office in London and building this rapidly up to a team of 20 within three years. When the parent company was acquired by FocusVision in early 2015, he became the larger group's MD for EMEA. Richard joined Askia in 2017 as Chief Customer Officer.



Seed Funding for Data Quality Firm Toro

Jun 2 2020

In the US, data quality monitoring solution provider Toro Data Labs has raised \$4m in a seed round of funding, which it will use to accelerate product development and bring the product to a larger audience.

A photograph of a surfer riding a wave at sunset. The surfer is shirtless and wearing colorful shorts, leaning forward on a white surfboard. The wave is breaking over him, creating a large splash of white water. The sky is a vibrant orange and yellow, and the water is a deep blue. The text 'BOARD BUILDER' is overlaid in white, bold, sans-serif font in the upper right corner.

BOARD BUILDER

Cheil Buys Chinese Social Media Analyst ColourData

Jun 2 2020

Full-service data-driven marketing agency Cheil Worldwide has acquired Chinese social media big data analyst ColourData for an undisclosed sum.

If you want to ride the wave that is the data revolution, you need a 'Board designed by a pro. Medallia's Senior Director of Product Management Vache Moroyan and his team are tasked with building functionality – from quick polls and tests, to pain-free analysis of long-form video – into a dashboard that's a pleasure for research professionals to work with. Seamless, integrated, and customizable, their work puts everything at your fingertips. Here's Vache's take on the process, from an interview with Nick Thomas on September 22nd.

Tell us a bit about your own background

I've been doing product management for most of my career. I've been at Medallia for a couple of years, overseeing product teams for several mid-market products, not all of which are research focused. LivingLens has been one of the very exciting products I've taken on recently after their acquisition by Medallia back in February. It hooks into a lot of different products, including our existing Medallia offering and 'Insights Suite', our solution specifically designed for market researchers. Prior to Medallia I spent seven years at BloomReach developing SaaS products to power and optimize Search and Category pages on eCommerce websites, for companies like Neiman Marcus and Staples.

What are the product groups you're responsible for at Medallia?

I'm responsible for Insights Suite. This is a combination of: LivingLens – our video intelligence product that enables you to capture and analyze rich data found in video; Promoter – a one-question survey into which we've embedded video; and Crowdicity – an idea management platform that can be used to harness the ideas of your employees, customers, and stakeholders to drive innovation. Each of these products can be sold individually, or in combination.

What does the Insights Suite offer a researcher?

Insights Suite makes it easy to conduct research virtually. Let's take one scenario. Say you're a restaurant trying to get feedback on an item on your menu. You want to collect video feedback to get a sense of what people are actually saying about the item. You can use Promoter to quickly email your customers a one-question survey about their experience with the item, and you receive quick snippets of video feedback. From those videos, you might identify some themes that you want to dig deeper on and determine you need to set up a focus group. We have an integration with Zoom that will import meetings recorded to the Cloud into LivingLens. You can choose which

recordings to upload, and LivingLens will then process the transcript and run robust analytics on it.

After getting confirmation on nuances and how people feel, you may want to take it a step further. Now you can go to Crowdicity and kick off a challenge that asks how can you improve the product or the experience with the product. You then invite a set of customers to the challenge via email – maybe the same group you used in Promoter, or a set of people on a panel. They can come and suggest ideas for how to

potentially solve this particular challenge, which will either reinforce something you were already thinking, or generate new ideas. You can run a challenge for any period of time, but we recommend that it is done in phased approaches. In phase 1, you gather ideas and identify 3 or 4 winners; in phase 2, you get people to vote or determine which ideas are more valuable than the others. Now you've got an idea that you've validated and you can make a business decision backed by data and actual input from end customers or even your employees.

It's important for us to remember to include flexibility within the design. Our clients want to customize their app dashboards like crazy

With Data Viz in mind - within the Suite, there isn't a separate package or product that focuses on feeding results through?

Visualizations and reporting are available in each of the products. In Promoter, you can send out surveys with scores or without scores, depending on whether you want people to do quant, qual, or a combination. That info can show up directly within Promoter, but the videos that come in are also processed on the LivingLens side as well. Within LivingLens, you can process them using our text analytics and perform analysis on sentiment, emotion and objects, which will all appear

Former Nielsen Exec Launches Data Validation Firm Jun 3 2020

Former Nielsen exec Scott McKinley has founded data intelligence company Truth{set}, which will focus on validating the accuracy and compliance of consumer data. The company has already raised \$4.75m in seed funding from a variety of investors.



Vache Moroyan,
Senior Director of
Product Management,
Medallia

Vache Moroyan leads the LivingLens, Crowdcity, Promoter.io and Insights Suite product teams for Medallia. He has led various high-tech product lines and technical teams over his 18-year career. Prior to Medallia, Vache ran the Personalization and Organic Search product teams at BloomReach. He holds a BA in Math from UC Berkeley and an MBA from Santa Clara University.

in interactive charts on the LivingLens dashboard. If you want to dive deeper into elements of a particular video or set of videos, you can do that within the LivingLens dashboard. Word clouds and pie charts help you dive deep into datasets to pinpoint relevant content and answer questions like, 'how many of my respondents came back with a positive or negative sentiment versus how many were neutral?'

Is part of your job to rebrand these products so they all look the same – one Insights Suite 'look' – or do you have different looks to different parts of the suite?

Although all three of these products were acquisitions, there's a unified look across all 3. However, it is important to know if you are on one product or the other. Some things are seamless and integrated: for example, I can leave a video idea within Crowdcity leveraging the LivingLens look and feel. There's also a Main Menu that allows you to hop between different products in the Suite. We outline the key things you're trying to do in each of the products, for example focus groups and depth interviews within LivingLens, kicking off quick quant-type feedback in Promoter, and trying to do idea capture within Crowdcity.

What are your USPs / areas of competitive advantage?

Definitely our processing capabilities and video storage capabilities, in terms of the scale, speed and quality of what is being processed. We offer both machine and human capabilities to process video content. That's one of the reasons we acquired LivingLens – we had some monster-sized customers and we thought they were the best to be able to handle this.

I'd also say our capabilities around showreel creation. Customers are able to edit snippets together to produce an end

We built our own design framework standardized across the company, so that anything we build is consistent.

video that can actually tell a story. Our system is good at getting videos into the right hands at the right levels, enabling our customers to do their jobs better. It brings the voice of the customer to life and helps develop customer empathy in the boardroom. There are other vendors out there that use video and have partnerships with specialists, but how seamless are their integrations, what does it look like? Since LivingLens is a part of Medallia, we have invested heavily to make videos integrated in our dashboard. You can get a visualization that shows key topics, the sentiment around each topic, the length of time it was discussed, all within Medallia. There's a lot in how we've handled the integration, and that to me is a big value proposition.

For visualizations, do you have any sorts of house style / guidance for your designers when they begin work on a new product?

We do, actually. We built our own design framework standardized across the company, so that anything we build is consistent. We call it our Alchemy Experience technology, and that helps us with being able to spin off designs very quickly and implement them quickly within the products. The philosophy is that visually it should look pleasant, but the designs must also take accessibility into account. Many of our customers have very strict accessibility guidelines, so we incorporate them in everything we build.

Maria Perez Named NA Head of Ipsos.Digital Platform

Jun 4 2020

Ipsos has named Maria Perez as Head of its self-service research platform Ipsos.Digital in North America.



Are your solutions increasingly being designed to look like consumer products?

Yes, this is definitely being incorporated into our design framework. Not only do users want that, but with some of the features we're building, it just makes sense to design them in that way. One example would be our social product, which provides customers the ability to get information about their competitors. Say I work at Joe's Burgers and I want to see how my reviews are in comparison to John's Burgers. Our software can leverage APIs and partnerships so that our customers can do a search directly in our application, find their competitor locations and tag them, almost like they would tag an email.

It's important for us to remember to include flexibility within the design. Our clients want to customize their app dashboards like crazy, so we have to build it in a way that's customizable to fit their needs. That's very different to most consumer-based apps which have a standard interface.

Can you give some examples of how your solutions can be customized?

Users can customize the top banner, navigation elements, layout of their

reports; they can even white-label the entire application to fit their branding. We have customers whose end-users don't even know who Medallia is because the application is branded to fit the customer company. It's in our roadmap to take customization even further, to include things like custom font families, for example.

Is that a bit heartbreaking... allowing people to make a complete mess of your lovely dashboard?

Ha! I'm not side-stepping this question but as a Product Manager, I have no ego whatsoever. If they want to make it their own, I am good with it. The good news is our customers are some extraordinarily savvy people that know their business well. They want some input from Medallia along the way, but they know what will work for them, so we need to be able to meet them where they are, and in that we're the leaders. However, we do actually have a perspective so for clients who are just getting started, we can share what we've seen work best and have people who can suggest the best way from a servicing and a packaging perspective.

Do you have different people who design for different screens and different sizes?

Our designers build flexible, responsive

designs that works across the board. They have to think about both mobile and desktop versions, they can't just build it for one or the other. With the skillsets we have internally, everyone is capable of building both.

It's a real challenge to get a dashboard on a mobile phone. In general, you can make a dashboard – with numbers and visualizations – responsive, but the challenge is more around actionability and being able to do things on the mobile device. Imagine cutting a video on mobile. It's harder partly because you don't have a mouse, or the [screen] real estate you need in order to do certain things. Of course, there are going to be people who still want to do it and we will do our best to make it happen.

We are investing heavily on the mobile side and we have a dedicated mobile engineering team to build that out. The designs we have come up with to be able to deliver text analytics on a mobile device have been pretty impressive. The best ones I've seen.

...and when I say it's a challenge, it doesn't mean we won't do it! It just means it's hard and it'll take a lot of iterations to get it right. And we will. ■



SurveyMonkey to Merge Customer Experience Solutions

Jun 4 2020

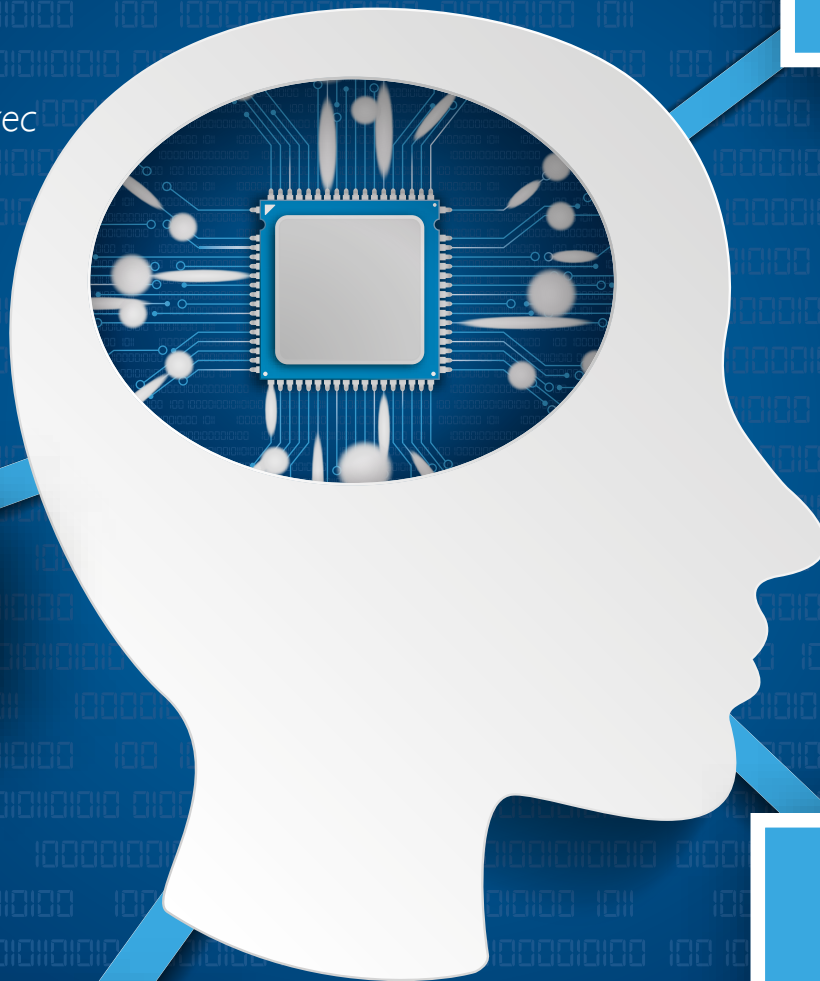
DIY survey software company SurveyMonkey is combining its customer experience (CX) solutions from two recent acquisitions into one umbrella brand, known as the GetFeedback Suite.

June 2019

THE ART OF ASKING

AI ADDS THE VOICE OF WISDOM TO QUESTIONNAIRE DESIGN

By Ana Maria
Tizu, Business
Development Exec
IpsosDigital



Domino Data Lab Raises \$43m

Jun 12 2020

In San Francisco, enterprise data science management platform Domino Data Lab has raised \$43m in a new round of funding.

Business Development Exec Ana Maria Tizu looks at how Ipsos.Digital is combining the power of AI technology and 45 years' experience in the field to fast-track smart, relevant, clear and insightful questionnaire creation.

Most of us have experienced writer's block of some shade at some point. The uneasy feeling of having missed out a question or not having phrased it perfectly has niggled at some more than others. Inspiration for optimal phrasing and meaningful, relevant, rich questions that will return valuable business insights sometimes eludes us when we most need it.

Today's business landscape of constantly accelerating change dictates that this is the moment when we need that ideal wording and inspiration the most: and we need it to be delivered in a visually intuitive way, instantly.

Customers' habits, behaviours and attitudes have in some cases transformed beyond recognition, especially as a consequence of the pandemic. Businesses need to understand the new face of their market in real time, and it is the increasingly critical and indeed highly visible role of the market researcher to deliver the answers as a matter of urgency. These time pressures are often accompanied by equally challenging budgets.

Fortunately, moments of uncertainty at survey-build stage and those dreaded blank screens no longer need to feature in the day of a busy market researcher. Thanks to recent strides in AI technology, Ipsos.Digital, in partnership with AI experts, Peltarion, have launched a first version of what is to become a feature

that enables clients and researchers to fast-track best-of-breed survey builds that optimise the relevance and richness of the data returned.

This innovation, called Question Library, prompts users to select optimal phrasing for their questions, based on a survey's area of interest and the meaning of the question, as defined by the user at set-up phase. These prompts suggest ideal wording as well as guidance on survey logic and sequencing. It also suggests additional relevant follow-on questions to inspire researchers and further enrich the survey. While users may opt to create some questions from scratch,

Today's business landscape of constantly accelerating change dictates that this is the moment when we need that ideal wording and inspiration the most: and we need it to be delivered in a visually intuitive way, instantly.



Ana Maria Tizu
Business Development
Exec, Ipsos.Digital

Ana Maria Tizu is Head of Business Development for Ipsos Digital, the global group's self-service research platform. Before this, she spent fourteen years in other roles at Ipsos, managed out of Romania or the UK. Her experience both on the Operations side and as a client facing researcher have helped her gain a deep understanding of all aspects of delivering a successful online market research project, and made her the perfect fit for her latest endeavour.

Former Isentia CEO Croll Launches Media Intel Platform Jun 16 2020

John Croll, former CEO of media monitoring firm Isentia, has teamed up with ex-colleague Michael Bade to launch a media intelligence platform called Truescope. The firm aims to inform clients about breaking news across all media types and identify issues, fake news and trends in real time.

About Ipsos.Digital

Ipsos.Digital provides users with a full end-to-end DIY platform to define the sample, build the survey, collect answers from our high-quality, well-profiled and engaged respondents and access the automated reports (dashboard, native PPT, PDF and cross tabulation tool) with the option to also tap into our global network of experienced researchers in 90 markets.

tapping into this 250,000-strong database of pre-existing questions fast-tracks the construction of insightful research projects.

This tool is the result of in-depth natural language processing (NLP) of over 90,000 Ipsos surveys, covering 600,000 unique questions in English. It therefore instils the users with confidence that they are using the very best phrasing, sequencing, logic and meaning for their questions to deliver optimal results.

Ipsos is currently working on additional

functionality and rolling out the offering to other languages in 2021. The analytics behind the translated questions will be copied across languages to offer time and cost savings, and eliminate room for error.

Fortunately, moments of uncertainty at survey-build stage and those dreaded blank screens no longer need to feature in the day of a busy market researcher.

With the assistance of an AI engine, building robust and meaningful questionnaires will be faster and step by step will reduce the number of questions we ask respondents, focusing only on the questions answering the business problems of the client. ■

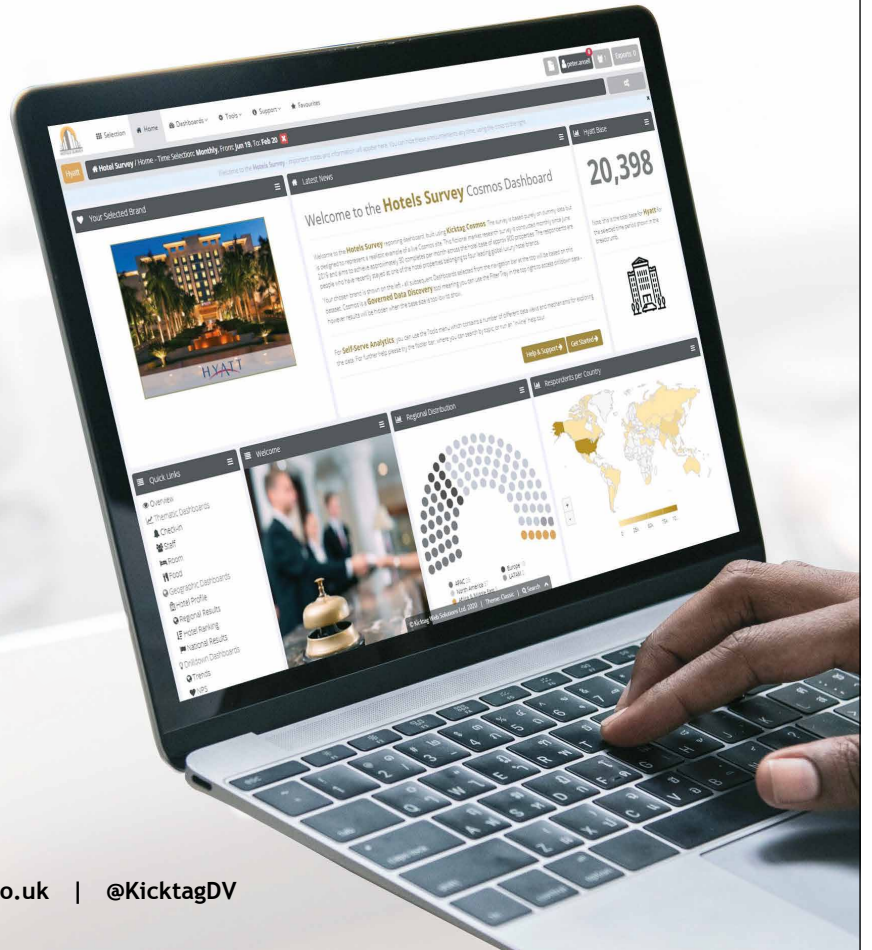
KICKTAG

SELF-SERVE DATA VISUALISATION

We build powerful, flexible and engaging online **dashboards** and **analysis tools** to help agencies and end clients unlock the potential of their survey data.

Our **COSMOS** platform can transform the way your customers explore their survey data by switching to fully interactive online reporting.

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SURVEY OF
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AGREE OR DISAGREE?

Data Viz Trends 2020

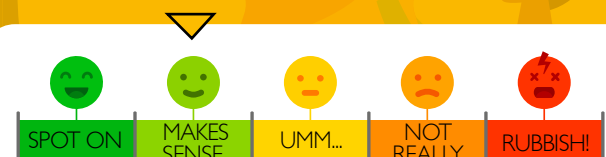
Spot on, I think – video is very,
very engaging as long as it's done
right and is short

Richard Thomas, highlight

Makes sense – I have seen how
effective this can be in client
workshops

Richard Collins, Askia

VIDEO FEEDBACK IS THE
'SILVER BULLET' THAT
GETS INSIGHTS NOTICED
/ REMEMBERED IN THE
BOARDROOM, AND SHARED
AROUND THE COMPANY.



OVERALL VERDICT: MAKES SENSE

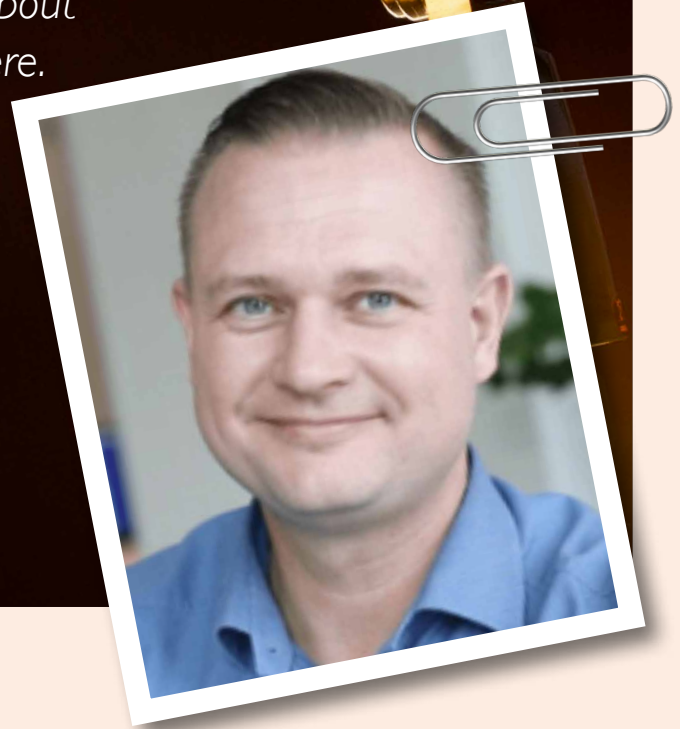
- just, with a wide variety of opinion, but supporters do include those with no particular focus on it, as well as Medallia LivingLens, whose CEO Carl Wong made the comment.

PODCAST

in conversation:
TOBI ANDERSSON

Interviewed by Jamin Brazil on April 30th 2020. Since then the merger of Dapresy and Confirmat has progressed significantly. For the latest about the new company, see the Confirmat site, here.

You can hear the full podcast at <https://www.happymr.com/tobi-andersson>



Torbjörn 'Tobi' Andersson worked as VP of Hermelin Nordic Research before co-founding data viz specialist Dapresy in 1999. He recently joined Confirmat, with which Dapresy is merging, in the role of Chief Product Officer.

TOBI ANDERSSON,
CHIEF PRODUCT OFFICER
CONFIRMAT

Funds for Knowledge Integration Platform Onna

Jun 17 2020

New York and Barcelona-based knowledge integration platform (KIP) Onna has raised \$27m in a Series B round, which it will use to expand its engineering, product and partnership teams.

Once a Farmer...

JB: What did your parents do and how did that inform your career?

TA: I didn't plan to work within MR. I grew up on a farm and at school I was focused on becoming a farmer. I studied many years to get a Master's degree in farming; but during my studies I realised that the farming industry needed to use more tech, and in the late 90s there weren't many IT solutions for the farming industry. So I started to learn how to program, because I wanted to create software for farmers, and I think I did it quite well because I became quite a good programmer. Then when I was finishing studies and applying for my first job, I found a fieldwork agency / MR house - I started my career as a software programmer instead. A big change in focus!

JB: Interesting because now farming is probably one of the more tech-enabled sectors in our economy. Companies like John Deere in the tech space...

TA: Yeah it is, and I actually took back a little of my farming interests and am running a farm here in Sweden as well, in parallel with everything else that I'm doing, and am using a lot of this latest

I fully agree, the farming industry is into tech these days - it's present in tractors and combines, and helping farmers to get more out of each field / area of crops.

tech. As you say nowadays you use GPS to control things on a very detailed level, where you can understand how much fertiliser to use - and I fully agree, the farming industry is into tech these days - it's present in tractors and combines, and helping farmers to get more out of each field / area of crops.

JB: I live in Fresno in California, referred to as the bread basket of the world, and there's a tremendous amount of innovation. I love the satellite imagery of acreage and how that informs things like irrigation and fertilisation. It's such a data-driven ecosystem, and I think there are some parallels we can draw from that and apply to actual consumers. Information that's provided to us on farms, helps decision-making, and that's like a business on every level - and MR. That applies to what you've built with Dapresy in terms of Data Viz.

TA: Yes there's a common denominator in terms of industries, it's always about how you have local data and how can we put this data together in a format that people know how to act on...

So that's what my professional life has been about, how to make data accessible. I see that challenge very clearly in the farming industry - once you have data more available you make better decisions.



What's Happening at Dapresy / Merging with Confirmit

JB: Give us the elevator pitch or the overview of what Dapresy is doing right now for the market.

TA: So we are a company focused on providing insights professionals with reports based on MR data. From Day One we have focused on being really good at understanding MR data and saying once you have data, from anywhere, you should be able in a very short time to present that data. We focus on the MR industry, corporate researchers and professional buyers of insight.

JB: Can you describe the actual outputs you're generating?

TA: Well, first you can create infographics and presentations based on data. Very often an image tells the story and people can connect to that, so at Dapresy we focus on providing data in Infographic lookalike dashboards. From these dashboards you can really build on the data and generate tables as well, but the highly visual graphical piece, that's been the focus for us.

JB: You merged recently with Confirmit, which I thought was a very interesting move. Give us an understanding of the overall benefits of the merger to the market.

TA: I'm very, very enthusiastic about it, because I have known the Confirmit team for many years - I got trained in Confirmit in 1999 - and have at all times admired its ability to collect data in various channels, and also present this data in a very interesting way. The 2 companies have been in the same kind of niche but still with a little bit of a different focus. At Dapresy we have been very much

Enterprise Data and Analytics Firm Starburst Gets \$42m

Jun 22 2020

In the US, enterprise data and analytics firm Starburst has raised \$42m in a Series B round of funding, to continue development of its service helping clients merge and connect their business data sources, BI and analytics tools.

focused on customised reporting... and at Confirmit they have a very strong heritage at collecting data through multi-channel modes, to automate processes and present this info to the end-user. So it was a very good match, and we can provide an end-to-end platform that more or less solves all the type of use cases that a modern insights professional is looking for. From doing standardised surveys that are more on the volume play, to delivering customised surveys with quite complex things - CEX and brand tracking studies.

JB: From my survey of the industry, there actually isn't a reporting tool like you've built at Dapresy - I mean, full disclosure, it probably exists but I haven't seen it! But integrating the data collection piece with the highly engaging dashboards, that is a powerful combination. So, it's early days but have you seen a specific case where a Confirmit customer has been able to add on the Dapresy dashboards?

TA: Yes we have a significant number of customers who are actually using both platforms and maximising value from both. It's about offering a tech platform to support MR / insights professionals with more efficient production processes, but also supporting the industry to really provide results from MR to the buyers. A little different to what we've seen in the past, where it's easier to consume and where you can get more value from the data. The complete platform with these powerful presentation features... has been very positively received by the market.

We can provide an end-to-end platform that more or less solves all the type of use cases.

The Flood of Data

TA: At the fieldwork house where I started work, I was collecting huge files of data and delivering Excel files, data that was not that easy to consume, so I decided very early on that I would like to provide something to the world where they could very easily consume data, and that's how I started Dapresy. To consolidate data and make it presentable in a way that people understand, is more tricky than you think - it's so much more than just putting a chart on a web page, it's about creating a story round the data, and also understanding that it depends on who you're talking to, what job they have and the level of experience. For each audience, you need to present data differently.

JB: A common theme with people I've talked to in the last year has been that companies are data rich but insights poor - how does that line up with you?

TA: It's very easy to collect data these days, the challenge that you have is what are you going to do with this data to make sense of it. With these big datasets ... you are going to address a completely different set of people within the organisation. Maybe in the past we did research and we provided this to a limited number of people that were experienced professionals who could understand quite complex tables and significance test it and reprocess it etc., but really if we are going to benefit from all this change we really need to commoditise the data and make it available to everyone - make them enthusiastic about it. Tell them: 'this is the data we have and this is what it means for you - and learn more about this data because it will help you to make more accurate and faster decisions'.

JB: [Also] you get a multi-layered dataset now. It used to be that we did a survey and we reported on that. Now we have market data, sales data, previous

survey data... it all has to be aligned to provide context that really builds a more complete story and POV of the consumer. Are you leveraging multiple data sources at Dapresy?

TA: Yes we understood quite early that we could use multiple data streams to understand the right context, and each time I see the effect of this it's fantastic. We recently did some work for an organisation that really wanted to get the data out to everyone, and we made it very accessible, and when you see people reading data and understanding it and making decisions based on it, that's when you really see that you've created software which brings benefits.

JB: when you have inbound leads, what is the pain point that a customer is hoping you'll address?

TA: 2 or 3 things. Corporate researchers are asking for support to get more value out of a CX study for example - 'We really have good CX data and systems in place and we're getting good results, but please help us to visualize this in a way that people understand what it means - and we need to include people who are not used to using data on a daily basis'. When it comes to market research companies, where we've been operating for more than 20 years now, it's very much about streamlining... at Dapresy we've been focusing on infographics and dashboards - the normal ask is for people to come to us and say 'Hey we really need now to optimise our production process so we can spend more time on value creation, we want to avoid copy pasting data' - and we've been focusing on the MR industry for so many years that we provide this little layer around the software, with a team that really understands the challenges you have in the MR industry. Customers appreciate that, each company is unique and we want to support each company, to customise things.

Lucid Launches Ad Impact Measurement Dashboard Jun 24 2020

In the US, programmatic sample platform Lucid has launched a real time advertising insights and analytics product called the Impact Measurement Dashboard, whose self-service features can be used to measure brand lift and optimize media performance for digital campaigns.

We've seen a focus on using different types of tech to communicate with each other.

Zoom In

JB: When we do come more out of this [Covid] thing, how will market research be different?

TA: I think we need to take a step back and think about how the world will be different... We've seen a focus on using different types of tech to communicate with each other. I think that itself will change the type of requests given to MR professionals: all of a sudden we will need to measure the reality of a different type of audience, behaving differently, and also the way people are buying things will change. The whole world will be changed slightly and we have to adapt to that and see what different methods we have to use.

JB: Any idea which methods..?

TA: it's very hard to predict the future! But one example is maybe we start to see that interviews will be carried out remotely by people working more at home... but I also think that where you start to digitise even more than before the way we communicate with each other, I think it will be much more of a mode where you collect the data, and you would really like it to be more in a self-service mode, and that will put pressure on us as professionals, how can we provide data to people where we can be assured that this data has been received and understood correctly... different from how it was when we had a face-to-face meeting and PowerPoint slides.

JB: Do you currently use Zoom?

TA: We do

JB: Did you use it before?

TA: We did actually, we switched to Zoom a couple of years ago, but we use it a lot more now. People have got used to using video... nowadays we are very much used to it, video is always on as well as voice.

JB: Do you use Zoom personally?

TA: No we use FaceTime.

JB: in the US, Zoom is very dominant now... is that the case in Sweden?

TA: Yes.

JB: Why did they win?

TA: Very good question.. I think the key thing for us making the decision is the ease of use, it's very simple to use, not overwhelming. Make technology easy to access to people - also it has been a very stable platform, very few interruptions in the service. It's not the software that has the most complex functionality that wins, it's the way it's being used and how accessible it is.

To add to that, being in this industry for some 25 years, we can clearly see a generational difference in the way people adopt software - 20 years ago the majority of people that used software were people that had a background in programming or in tech, but nowadays it's more about the business user that is using the software and that puts a completely different expectation on the software, which needs to be easy to use, to access, and self-learning. This is something we will see even more in the future in the industry - the software will continue to be more advanced and do more complex things, but also the way it's used, the user interface and also the support to get going with the software will have improvements.

Motto

JB: Last question, what is your personal motto?

TA: We need some background to this! Running this company has been a fun but also very challenging process, sometimes it has been painful to grow, to continue to grow and make everyone happy, your colleagues and also your customers. Fifteen years ago I started to say to people 'hey guys we are having so much fun, and we are running at such a fast pace, and really growing a company, we used the expression 'we're really building the rocket, while we're flying', but as part of that there will be challenging situations. Then I started saying to people from now on I will be using the following phrase: 'No Surprises'. And No Surprises is actually what I tell everyone nowadays - we all get into challenges in private life and professional life, but as long as you can communicate about the challenges that you're in at a very very early stage, then as a team you are in a position to solve that. That has really resonated very well with the Dapresy team members - no-one is ever afraid talking about challenges - things that we need to improve or do differently, because as long as we do that we will have no surprises! And we have a really good culture around that. ■



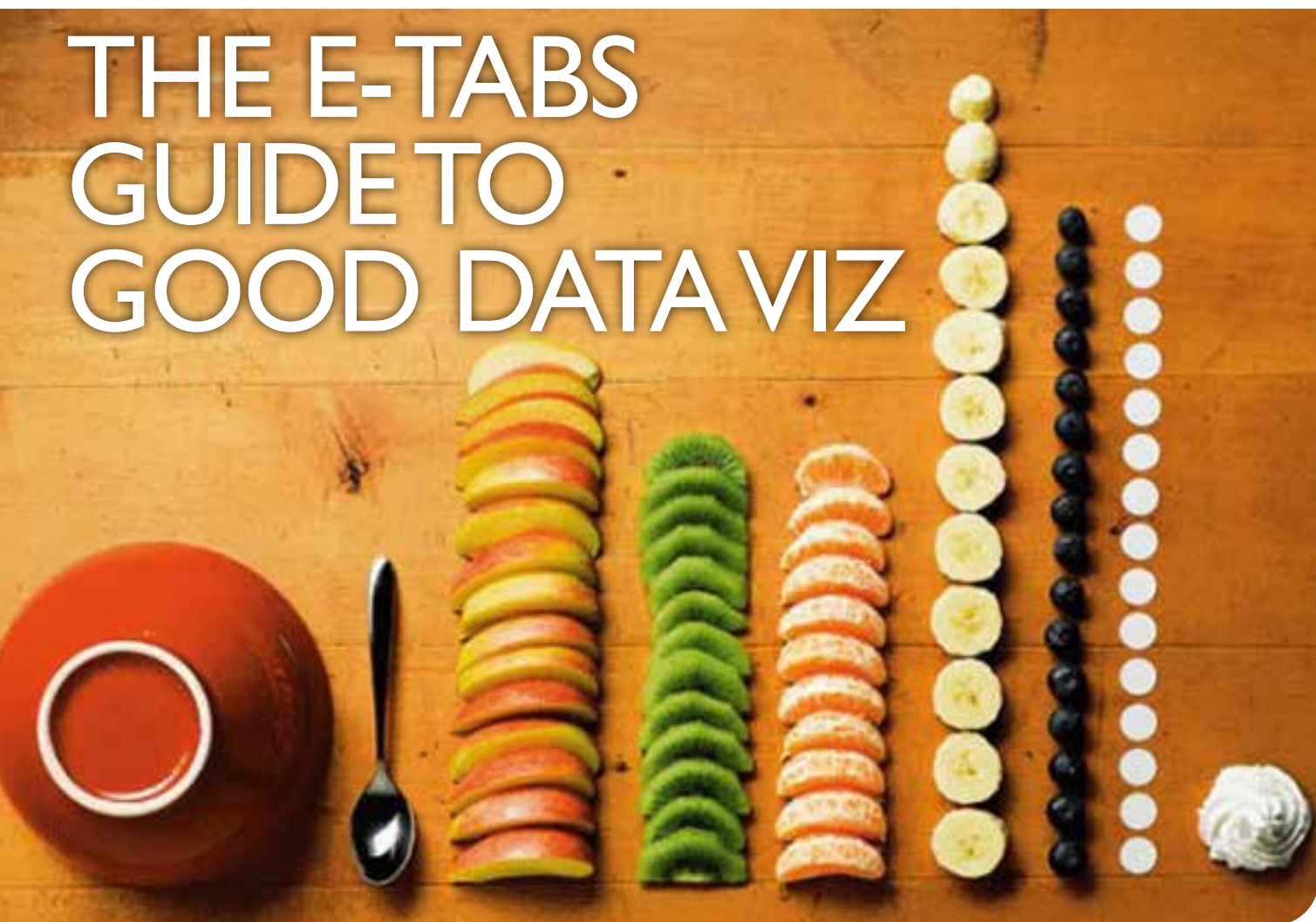
Tobi was interviewed by Jamin Brazil of Happy Market Research

New Funds for Customer Insights Platform GroupSolver

Jun 29 2020

San Diego-based online customer insights technology provider GroupSolver has raised \$2m in its third round of fund raising.

THE E-TABS GUIDE TO GOOD DATA VIZ



Our Data Viz experts came up with a guide to enable you to get the best results out of your data visualizations!

The need to create more visually engaging reports has become ever more compelling. Traditional slides of unstimulating charts, tables and walls of text are now being replaced with more visually captivating representations of data. Audiences now want to engage with a story, that allows them to clearly see insights and to plan for any outcomes. Poorly designed reports can cause audiences to misunderstand your data and eventually lead to incorrect interpretations and poor decision making.

1. Have a clear idea of your audience and what you want to show them before you start

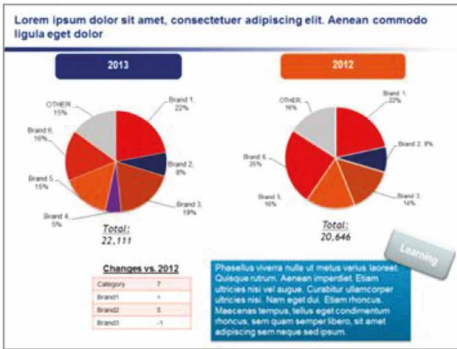
When creating visualizations, one size does not fit all, so you need to understand your audience and build to their preferences / understanding. It is imperative that you identify the audience, recognise the challenges they are facing, and create your report to allow them to solve these challenges. Don't use the same template and design for all situations and clients. By understanding your audience, the report that you produce will be tailor-made, and the visualizations you have chosen will be meaningful to your audience. Knowing all this before you start will inform all stages of production and be a lot easier than trying to modify things later.

Merlinco Names New Managing Director

Jul 1 2020

UK survey software firm Merlinco has appointed long-time SwissPeaks exec Simon Stephen as Managing Director, replacing John Tebboth who has held the role for the past twelve years, and who remains as a Board Director.

Before



After



3. Keep the user engaged

Human beings are naturally visual beings. To ensure that your audience remains engaged throughout the entire presentation, use great looking visualizations. Also, make sure you keep to a clear storyline of what you want to show with your data! Don't just show a collection of charts without any coherent narrative. If you are presenting a customer survey about a shopping experience, you could start the story with the first location the respondent was asked about. Start with the 'shop front' or ease of finding suitable parking, and then move on to the ease of finding the desired aisles and products, range of available products, ease of finding staff to assist, ease of checkout process etc. Alternatively, you could structure your presentation to start with the high scoring areas and then move on to those that require more improvement. This technique gives the audience a clear pathway, keeping them engaged.

canvases. This allows the report to keep a good flow, and most importantly, makes it easy for the audience to focus on one thing at a time! In addition, use text sparingly and use space to emphasise key points. Remember, if the viewer must scroll then it's an indication there is probably too much there!

Use text sparingly and use space to emphasise key points. Remember, if the viewer must scroll then it's an indication there is probably too much there!

2. Keep visualizations straightforward and easy to interpret

Ensuring that the audience can easily process what you are presenting is very important. Being able to interpret the data quickly is important to allow busy people to make decisions and create outcomes efficiently. Often the amount of 'visual' time you'll get can be measured in seconds. So, avoid trying to use fancy visualizations, which can get in the way of showing clear and concise data. The visualizations that you use should be clean, simple and easy to digest. Just because something looks cool and bright doesn't mean that it's the right thing to use for the given context.

4. Don't cram!

Data Visualization is all about expressing your data whilst keeping it easy on the eye. By cramming in too many charts you can cause the audience to miss the clear story you want to convey. In the worst case you will even cause them to lose interest. It is advisable that the report is spread out over multiple pages, slides or

5. Developing and sticking to a visual language

When building reports, whether in PowerPoint or via a dashboard tool, colour can be a very effective tool when used correctly. When misused, colour can cause the viewer to become confused and ultimately lose interest. When using different colours, ensure

Before



After



Qualtrics and Voxopme Extend Partnership Jul 3 2020

Experience management company Qualtrics has expanded its partnership with video analytics firm Voxopme, to help clients access quant and qual feedback side-by-side on one system and obtain a 'more complete' view of their customers.

The authors:



Benjamin Rietti



Tay Hastings



David Glickman



Richard Teller

With thanks to Marta Blankenberger from redaviZ for the illustrations and examples provided in the article.



that the difference between them is easy to see. When colours are too similar, for example light red and pink, it becomes difficult to distinguish between them. This is the case for all people, but especially for those who are visually impaired.

Also, use colours consistently and correctly. For example, only use red for bad/warning, and green for good. If you were to use the colours the other way around, the audience would naturally misinterpret the data based on the common use of the colours. Once you have decided on your colour palette, make sure that you are consistent. If you've chosen a specific shade of green for positive scores, use that shade throughout.

As well as colour, any theme, icons or images that you use should be the same throughout the report. Whatever symbol or picture you choose to use for the key points and sections should always be the one shown rather than having different versions which can be confusing.

6. Using the right tool

When it comes to building reports, having the right tool for the job is essential. Without the right tool, you could spend hours creating one PowerPoint slide, or dashboard, which has zero visual impact. Even after you've got it spot-on, you could spend all that time again when you realise that the numbers that you were using have now changed.

E-Tabs has a data visualization tool called Vizualz, which allows users to create meaningful data-driven infographics

It is imperative that you identify the audience, recognise the challenges they are facing, and create your report to allow them to solve these challenges.

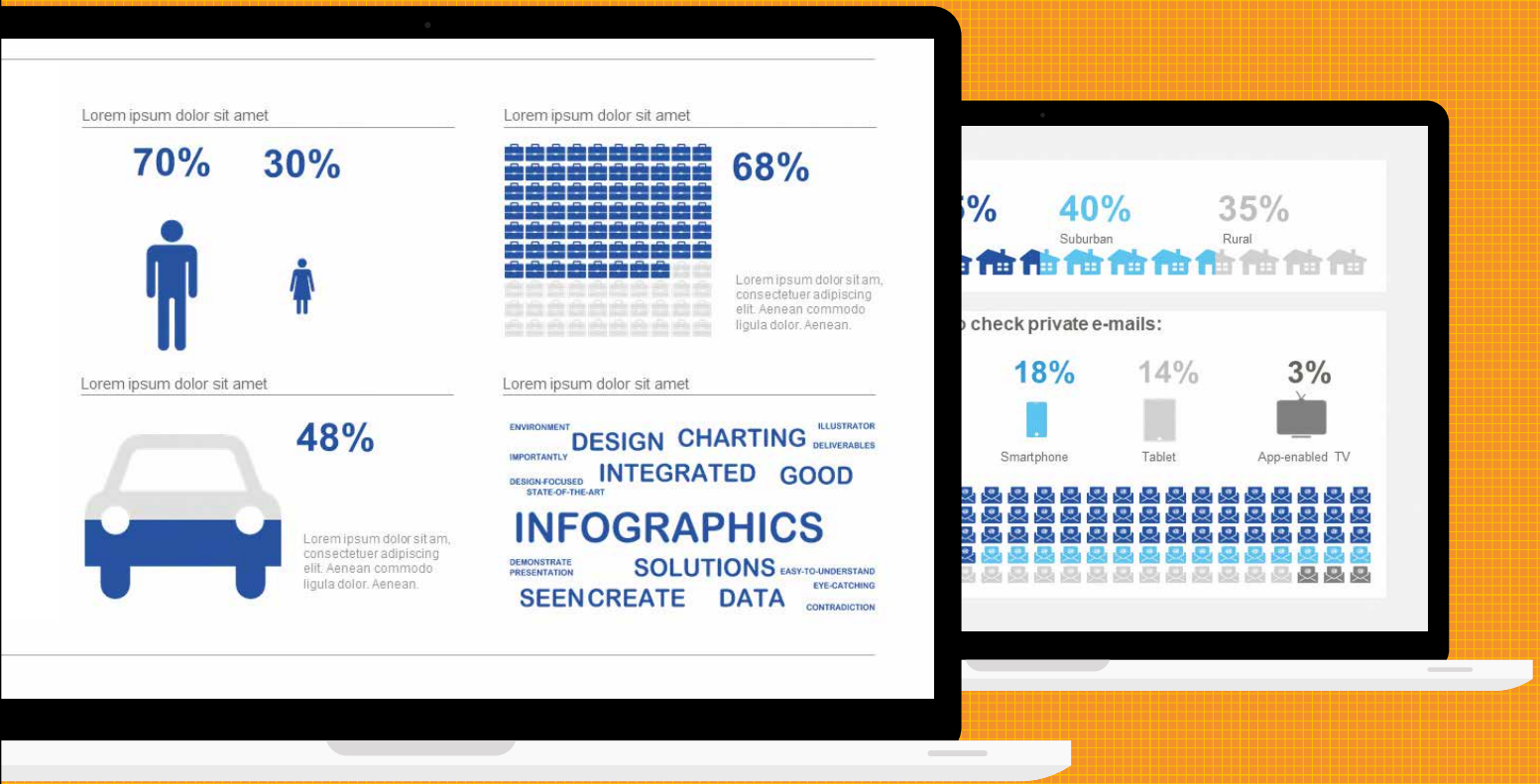
at the click of a button. Vizualz is the only PowerPoint plugin that enables you to quickly and easily display and edit your data in an eye catching and engaging manner within your PowerPoint slides. Being data-driven means Vizualz will automatically size or fill objects proportionately to the underlying values saving hours of fiddly manual formatting.

If it's an online dashboard reporting tool you're after, check out Iris from E-Tabs. Iris was built from the ground up with survey data and the needs of market research in mind, allowing clients and stakeholders to visualize and interact with key insights in an online environment easily, efficiently and effectively.

Finally, just remember that data visualization can be fun! Visualizations should turn data into insight, telling a compelling story. And with the right tools, any market researcher can achieve great results with minimal effort and training. ■

E-Tabs is online at www.e-tabs.com.

Instantly turn your data into eye-catching infographics.



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“Vizualz adds creativity to our reporting/chart styles and is great when creating insight stories”

Head of Strategic Consumer Insights and Segmentation, Orange UK

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DATA VISUALIZATION
AUTOMATED REPORTING
INTERACTIVE DASHBOARDS
POWERPOINT CHARTING





BEAUTY, CLARITY OR BOTH?

Joe Parker of London-based Motif puts an insight professional's spin on one of the longest-running debates in design.

Parrot Analytics Launches TV360 Data Tool *Jul 14 2020*

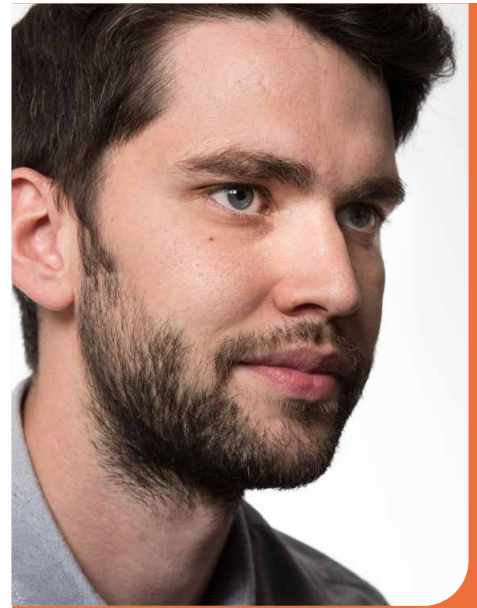
In the US, TV content demand measurement platform Parrot Analytics has launched a platform called TV360 which it says makes global demand data available for tens of thousands of TV shows, across all TV networks and OTT platforms worldwide, at a relatively low price.

In the eight or so years since I began learning and studying the history and intricacies of data visualisation, I've often struggled with the balance between function and aesthetic. A data visualisation (more detailed definition here) should be a visual representation of a quantitative truth, but does it need to entertain as well as inform? Should it aim to provide a 'wow' moment for the reader, or be content with a tick in the 'have they understood?' box? In a world where people simply don't suffer bad design, is the distinction between 'Data Art' and 'Data Visualisation', that Stephen Few cited in 2012, still valid in 2020?

Few based his argument for a distinction on the idea that 'Data Art' often produced 'pretty pictures that fail to inform' and I'm in agreement that a visualisation without the ability to inform does more harm than good. However, in this digital age where we're often consumed by a tsunami of data, I simply can't agree that visualisation 'rarely needs

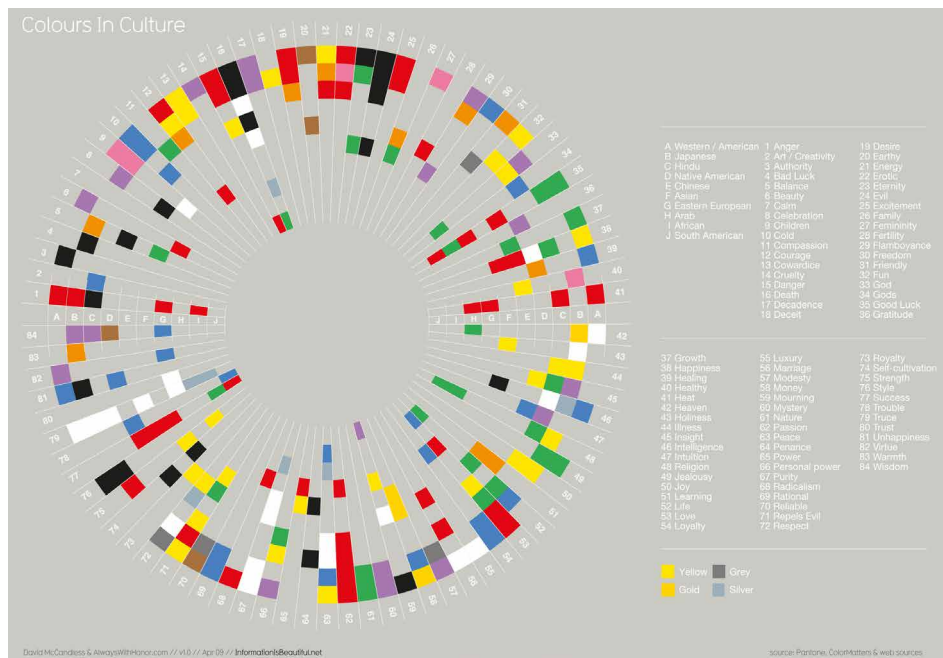
to be beautiful or otherwise artistically evocative'; you need the reader to take note before they take information away.

The likes of David McCandless and other more modern information designers have had their critics (see Few here), but my feeling is these criticisms come largely from data purists that aren't always recognising the ways, means, and speeds that visualisations are now being consumed... 'some experimental or creative output will be chartjunk and criticised. Just like some canonical or classic output will be boring and ignored'. There are problems with the ugly and clear in the same way there are problems with the beautiful and confusing. Clarity should not be compromised, but beauty, albeit in the eyes of the beholder, should never be far behind. Art and science can work in harmony, they don't need to be distinct disciplines. Ben Jones' coordinate system displays this brilliantly – the aspiration should always be 'Quadrant I'.



Joe Parker,
Brand Director, Motif

As Brand Director at Motif, Joe is responsible for the visual and creative design of Motif's platforms and products, as well as the Motif brand. He has over 12 years of research experience across a variety of disciplines, and his creative instincts ensure Motif are at the forefront of delivering new and exciting visualisations. He is passionate about business intelligence technology and embracing/ integrating ideas from outside the world of market research.



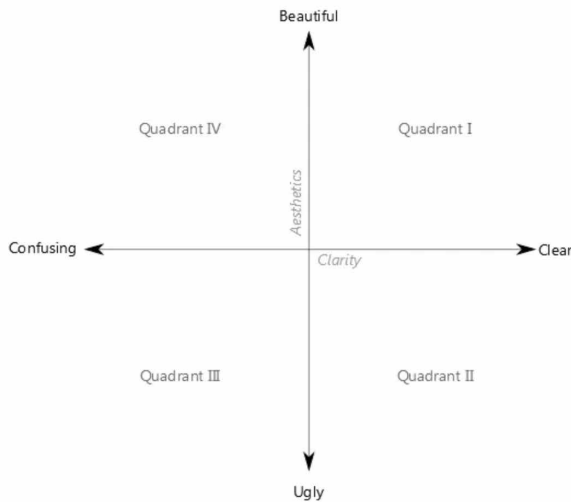
App Annie Launch Integrates Ad Analytics

Jul 20 2020

Mobile data and analytics company App Annie has launched a new suite of tools called Ascend, combining app market data with advertising analytics.

Data Visualization: Clarity vs. Aesthetics

Mapping data visualizations on a Cartesian coordinate system where "clarity" is placed along the horizontal (x) axis and "aesthetics" is placed along the vertical (y) axis provides a framework to gage the objective and subjective merits of a graphic:



A data visualisation should be a visual representation of a quantitative truth, but does it need to entertain as well as inform?

times). As researchers we're often so concerned with repeating the same line chart over 36 slides to ensure that all of our findings are accounted for, that we forget about the impact and the insight a moment of beauty can bring. I'd like to see the market research community make a concerted effort to move from Quadrant II to Quadrant I, taking inspiration from the artistic, creative and data journalism communities to produce visualisations that both inspire and inform.

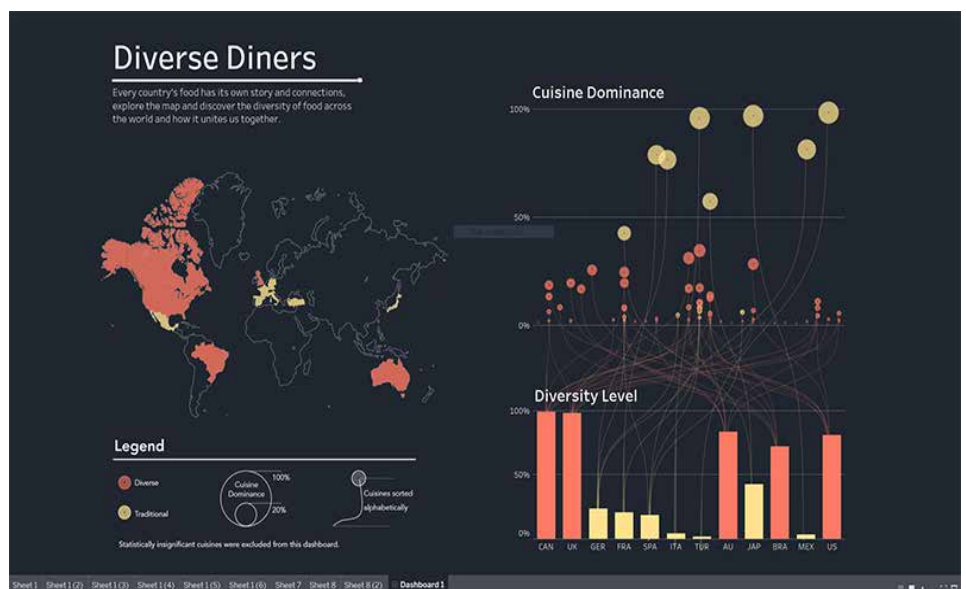
Yet this is a voyage that should be taken with caution... with a wave of new BI and Data visualisation tools (E.g. Tableau, PowerBI etc.), it is becoming far easier to produce visually striking graphics without the need for code, and an understanding of different graphical choices etc. Are people really thinking about the rules of visualisation and understanding, or just mirroring something they liked the look of on Instagram? Few, Tufte and others are still essential reading for those embarking on such a voyage.

From the one-page infographic that stimulates (virtual) board room discussion, or the COVID viz that pops up in my Twitter feed, now more than ever a visualisation needs the ability to make the reader stop and think. As Michael Friendly puts it 'the

message in such effective graphs hits you between the eyes'.

So how does this relate to Market Research? I'd argue that market research has lagged behind the likes of data journalism and marketing (albeit making some waves in recent

In this digital age where we're often consumed by a tsunami of data, I simply can't agree that visualisation 'rarely needs to be beautiful or otherwise artistically evocative';



Stravito Upgrades Insight Management System

Jul 21 2020

Stockholm, Sweden-based Stravito, a cloud-based storage and sharing system for market research data, has launched a new project management feature called Agency Lobby.

REVEAL MOTIVATIONS, BUILD BRAND LOYALTY, POWER BUSINESS SUCCESS



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That quest for clarity hasn't gone away, it's just got a better-looking companion coming along for the ride.

We should be open to revisiting these definitions and boundaries in the future too. Twenty years ago, people were celebrating the 3D pie chart as if it had changed the graphical game, now people snigger if they see one on screen. We should welcome the cross-pollination with different sectors, embrace the democratisation of data to open minds, and push the boundaries of what's achievable within the field. Moreover, with the likes of data visualisation mixing with virtual reality (Virtualitics) round the corner, and the relatively untapped world of qualitative data visualisation still to take off, we should be prepared to keep

It is becoming far easier to produce visually striking graphics without the need for code, and an understanding of different graphical choices etc. Are people really thinking about the rules of visualisation?

having this discussion in the months and years ahead.

Amanda Cox once said 'There's a strand of the data viz world that argues that everything could be a bar chart. That's possibly true but also possibly a world without joy'. And I feel it's this concept of 'joy' that we should really cling onto as we move forward. Let us not focus too much on classification and definition, but on providing exciting and creative visualisations that inform in insightful and original ways. Why should we settle for the functional? Let's strive for more.

So... beauty, clarity or both? Both. The confluence of aesthetics and understanding, art meeting science is too powerful to ignore. ■

Toluna Replaces ITWP as Group's Principal Brand Jul 21 2020

The holding company of Toluna, Harris Interactive Europe and KuRunData is adopting the Toluna name as its principal brand, replacing ITWP which will be phased out. Toluna is celebrating this change and its twenty years in business with a new corporate identity.

TWENTY YEARS FROM 30,000 FOOT



RSS Leads Data Science Standards Initiative *Jul 23 2020*

In the UK, the Royal Statistical Society (RSS) is leading an initiative to establish industry-wide professional standards for data science. The move aims to give the public confidence in how their data is being used ethically, stored safely and analysed robustly.

Network monitoring firm Highlight turns a mass of chaotic traffic and performance information into neat, colourful one-page panoramic views so non-technical clients can spot potential problems at a glance, and discuss them with suppliers. CEO & founder Richard Thomas started by reading design guru Ed Tufte twenty years ago - and the charts haven't stopped evolving ever since. Here he talks to MrWeb's Nick Thomas.

What Highlight Measures and Why

RT: The idea came out of running a small consultancy co in the 1990s, helping mostly large companies around London set up networks. A lot of people were building them at great expense and connecting their IT together, and didn't have a clue who was using them, whether they were behaving, or overloaded, failing, causing problems. There were some software tools around that would let you investigate that but they were all written by engineers for engineers. The technical tools would go into the network, suck up all the info they could and then slap it on the screen in front of you. It was your job to pick out the bits you want; and then if it told you the packet loss on your 2MB Internet connection is .01%, it was your job to know whether that's good or bad.

The opportunity was for some software which collects information from the network but presents it in a way that just about anyone can understand.

NT: What were you monitoring in those days and how has that changed / expanded?

RT: It started off as Internet connections we monitored - they were quite flaky at the time and very expensive - if you wanted to effectively change your connection from a 2-lane dual carriageway to a 3-lane motorway that was from £5k a month to £20k a month and you'd need some really good solid evidence to support that. Also, the person you had the connection with would have an SLA with you - you needed to know whether they met that, because if not, they owed you some money back.

The first big Internet monitoring customer was in 2000; that spread into LANs and for a while the connectivity was getting quite reliable, maybe 10 years ago, and people were worrying less about it - then along came 2 things, broadband and Wi-Fi. Broadband meant much cheaper LAN and everyone went

piling into it without realising there was a reason it was much cheaper - it wasn't a private road any more, and it was built on tech which is likely to fail a lot more, so there was a new need to monitor what was going on. Likewise internally, Ethernet-based LANs which don't really break became wi-fi, because of the whole mobile thing - mobiles don't do Ethernet - and wi-fi is flaky.

Tufte and First Principles

RT: Twenty years ago or so, I came across a series of books on the visual display of quantitative info, by a guy called Ed Tufte, an expert and a professor - a guru in the display of information. He runs through his ideas in a very, very clear way and I thought 'I can use some of these'.

One of my key aims is to keep things as simple as possible - I've never liked complication. I'm a huge advocate of getting everything on one page - in fact our first reports were on paper, not on the web! - so on one sheet or on one screen.

It started off as Internet connections we monitored - they were quite flaky at the time and very expensive - if you wanted to effectively change your connection from a 2-lane dual carriageway to a 3-lane motorway that was from £5k a month to £20k a month.

quantilope Raises \$28m for European and US Expansion

Jul 24 2020

MR agency quantilope has raised \$28m in a Series B round of funding, which it will use to further expand its offering in Europe, and particularly in the US.



Richard Thomas
CEO & founder, Highlight

Richard is a lifelong geek and technology enthusiast who founded Highlight 20 years ago on the back of a small consultancy practice. He lives in Surrey, has been married for 37 years, and has two children who've both turned out pretty well and know much more than their father in their respective fields (machine intelligence and skipping large yachts, which just goes to show how different kids from the same family can be). He likes cats, really good coffee, and buying and restoring vintage machine tools because they're a great low-tech antidote against spending too much time in IT. And Yes, he's Nick Thomas' big brother.

The key thing to me is for your brain to assimilate everything: you don't want to scroll down or turn over; you want to be able to see the whole thing. If you want to navigate away from that then you mustn't lose the context of the original picture, because what you want to do is see a summary and then drill down into it. If there's a little spot of red there and you say 'What's that? Give me a little bit more detail', you need to do that without losing the original context, somehow keep the original screen visible, so that the drill-down comes up almost as an overlay on top of it, but you can still see the original. If the drill-down completely replaces the original and then you drill down again, you've become now obsessed with the detail, and lost the context.

Tufte also talks about 'small multiples'. If your brain looks at a picture, the first thing it has to work out is what the structure is. If it's a graph, what's the graph showing me - time along here, capacity along here, and I've got a line here and if the line's along the top of the graph that's good, and if it's falling down towards the bottom it's a problem. What you shouldn't do is continually show people different types of graph that they have to understand separately: take the same graph but small versions of it - maybe a grid of 16 graphs, each showing a different aspect of the same thing, or the same aspect of 16 different things. Your brain is incredibly good at spotting patterns and picking anomalies out of patterns, so if you show people data as a pattern that they can recognise they get very comfortable with that and their brain immediately switches out of understanding what's going on, to extracting info from it.

That's been a really good lesson. We have what we call heat tiles, say with an oil company with a bunch of petrol stations, we summarise each station into a little

If your brain looks at a picture, the first thing it has to work out is what the structure is. If it's a graph, what's the graph showing me.

tile which can be really quite small, and you can get a lot of them on the screen, but you're essentially showing the same tile with the same information / metrics, and the user can very quickly scan across them and look for patterns, or spot things that are bad.

NT: Do you have a lot of movement in what you're displaying? Real-time updates as you watch?

RT: No, our typical interval for collecting stuff is every 3 minutes, you can do it every 30 seconds and some people do, but there it gets too noisy...

NT: ...you start to notice things that actually aren't significant?

RT: Exactly that, you notice little short spikes - if the traffic on your network goes berserk for 10 seconds, it doesn't **really** matter, it's just someone downloading a large file, and it's going to saturate the network, but if it goes crazy for 3 or 5 minutes that's an issue. So 3 minutes is our default. You get some people who say almost as a sales play 'How fast can you go, because we want to tell our customers how real-time it is, that we can respond incredibly quickly'. So one customer does it every 30 seconds, but you also get false positives - if you're monitoring things very, very frequently and something stops working for 3 seconds, does it matter? Probably not.

MoEngage Adds Three to Senior Team Jul 27 2020

Customer analytics platform MoEngage has appointed Atma Gunupudi as Vice President of Global Customer Success; Saurabh Madan as General Manager of South-East Asia & ANZ; and Yash Reddy as Chief Business Officer.

We Like Traffic Lights

NT: Is it mostly because of the use of colour, that you can spot the vital info / see the patterns?

RT: Colour helps enormously, because it adds another dimension - with a graph you can very quickly show the shape of something, is it getting worse or better, is it changing rapidly or is it steady: what colour allows you to do with no change in the shape is to add whether that's bad or good, so you can actually start interpreting it. You can give people a grid of - if you like 200 or 300 tiny little graphs or little tiles, and you can scan across them to see a pattern quite easily, but to look for anomalies / highlight things, colour is incredibly effective - your brain is very good at using colour.

NT: You use a traffic light-type system...

RT: One of the other rules is that if you use primary colours, saturated colours, with the progression blue-green-yellow-orange-red, showing you the health of something, that's a good-to-bad progression. If it's more of a soft or pastel colour then it's drawing your attention to something, it's not a graduation or a scale, it's a 'Look Here' or just 'This is Different from that'. For example if a network has gone into an off-line state deliberately so it's not something to worry about. We use the same set of colours in a standard way across the product, so if anything is red you know you have to pay attention to it.

Every customer logs into a single URL, and it takes them to whatever they're concerned with - they'll see their context, depending on what they wanted us to monitor in there. There are different layouts but all with enough commonality that they'll be able to switch between



NT: Heat tiles are one fundamental type you use - what are the others and why are they different?

1. We do a surface chart which is a 3-D picture of something changing, a perspective of the load on a static connection over a week or a month, so for a single variable but with lots of changes.
2. The tiles: real-time, what's going on now - is it up, is it healthy, how hard are you working it?
3. A strip chart which is a single long bar or rectangle with a number of horizontal traces in it like these little heartbeat lines you might see on a medical trace - blips which are good or bad or anomalies - used to show things which don't happen often. If you have ten key applications you use and you want to know whether in the last month any of them had problems where the network wasn't able to support them - there you want a type of graphic where unusual things really stand out... like the earwig on the white tablecloth, they're very visible. For a continuous variable like how busy is a network, that wouldn't be a good way to show it because it's just a solid bar of colour.
4. A variation on the latter is a Spot Chart, a graph that shows lots of events - eg if over a month you've done 10,000 tests on how well something is behaving, each one of those is shown by a spot which is positional - is it good or bad - but it also uses a wave of colour going from blue up to red, and that's a good way of giving a visual impression of something which is not a continuous thing, not like a traffic graph on the M25, not how busy was the line, but a lot of discrete events and where they sit on the spectrum.

Nielsen Launches Shopper Dashboard Jul 28 2020

In Hong Kong, Nielsen has launched a service called the Omni Shopper Dynamic Dashboard, to help marketers understand how online and off-line purchases perform across categories, changing behavior in those categories, and how this impacts retailers.

them easily enough. So for some live examples, we might be monitoring the wi-fi that a major oil company has at all its petrol stations in Europe, that would show you a certain set of metrics like the number of users attached to the network, eg there might be 5 people using it in that petrol station, or in a Pret a Manger you've got 26 people in that coffee shop accessing it. In another type you might be looking at a set of broadband connections and a different type of information - eg how many times have they auto-adjusted the bandwidth on the circuit this month - because that's a sign that it's not so stable or that it's got some connection problems. Across those two and lots of other examples the colours will all be consistent, and the basic shapes of the graphs will be from 4 or 5 different fundamental types of graphic that we use (see box on previous page).

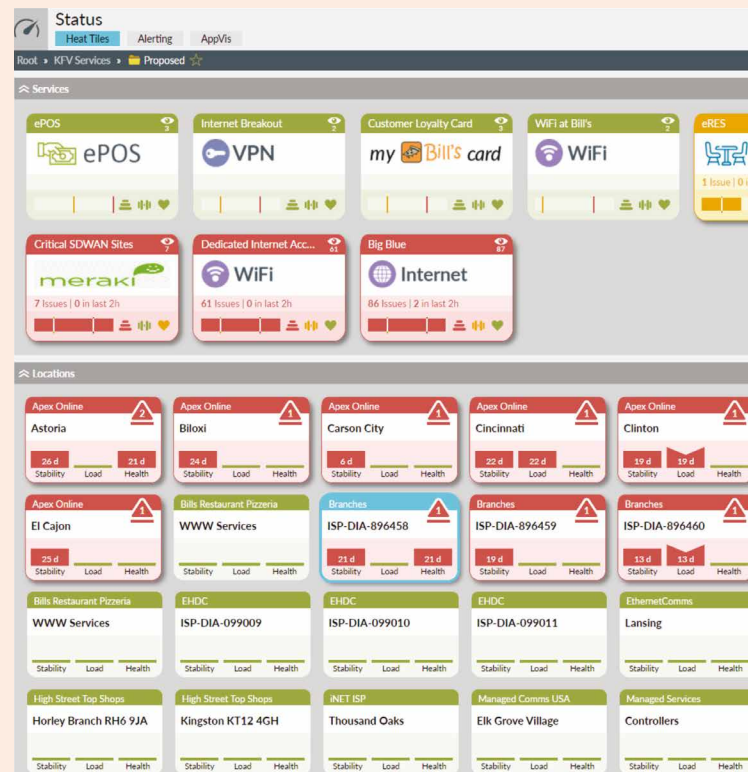
Data Mapping Tames Network Chaos

NT: As you say, there is a very large amount of data available - how do you simplify it for the visuals?

RT: one of the biggest things we offer our customers is that we will make those decisions for you: we will filter out the stuff that you don't need to see, and show you the things that actually make a difference. When we started 20 years ago you had a couple of big equipment manufacturers and they basically gave you the same type of data - router manufacturers yes - Cisco were 80, 90% of the market, and they are a very mature company, whatever people say about them: the software they use doesn't change that much, and they're very organised about how they change it. In the two newer and booming market areas, wi-fi and 'Software-Defined Networks' or SDN, there are lots of start-ups and lots of established companies: probably 20 firms in each of the two fields. They are all scrambling for share, and all put new features into the software as fast as they can, to be the one that stands out. This manufacturer Meraki will show you this bit of information on your wi-fi, and someone else like Ubiquity will show you a slightly different metric: and a month later they'll decide that number is not the right thing and they'll change it - without telling you so you just suddenly find that when you ask the device, it says 'What's this number?'. To make matters worse, with a typical old-style network like Cisco, you were in charge of whether to install upgrades - and there are companies out there that are running 10-year-old Cisco operating systems because ... it works. With the newer ones you're buying it As A Service, and if a vendor comes out with a new version of the software, they'll just upgrade it overnight, and often you don't realise it's going to happen so you've lost that level of control.

We therefore take responsibility for taking that info, whatever it

Heat Tile Evolution



Real-time status of someone's network



Earlier versions looked like this

Verto Analytics Names First VP of Technology Jul 31 2020

In Helsinki, Finland, behavioral analytics data company Verto Analytics has hired Surath Chatterji for a newly created role, Vice President of Technology; the first exec at Verto to directly control and oversee all R&D. The firm has also added two new members to its Board.



Heat Tiles now:

'We realised the 'graduated' colours (a kind of 3D effect) was not adding anything – just the designer showing off really. We switched to 'flat' colours which reduces the visual "noise", as did the bold titling. There's no point in having *everything* loud. You want to save it for when you need it'.

Looking at one tile:

'It's visually quiet – a very limited range of colours and no flashy design, but there's a lot of information here. When you load the page and see a mass of these tiles, just two things hit you first: the Logo, and the Colour. So you can see very, very quickly the status of your services without having to 'read' anything. Your eye picks up logos very fast (that's why people use them!)

is, and mapping it to the information that a customer has asked for. Two different sets of wi-fi might talk differently about how many users they have on each access point, for example, but we'll map that into a single set of numbers. Over time, we stick to the same metrics we're displaying, which is quite nice - users don't want us to keep changing that and if they change their router vendor or wi-fi vendor the info they're getting from us won't change.

This is info we should share with your customer - it's designed so you as a service provider and your customer can see the same info so you can talk about it'.

Sharing Information

RT: Transparency is very important to us. We sell through service providers who sell the service on to their customers, and sometimes the service providers say to us 'If something goes wrong, can you tell me, but not the customer?' whereas one of our main selling points is This is info we should share with your customer - it's designed so you as a service provider and your customer can see the same info so you can talk about it. So if you ask me when I've got my business head on What Does Your Company Do?, I'll say 'We help service providers have better conversations with their customers' - because ultimately that's what we're trying to do, that's why they should buy Highlight. The real benefit of the graphics and all the data is so that people can have a conversation about what's going on.

Navigation & Transitions

RT: We've changed how we do transitions in the last couple of years. We used to do it with pop-ups, you'd see something and you'd say 'I want to drill down into it', so you click on it and a window opens up with more info in. That turns out to be really hard for mobile devices - they don't have pop-up windows because they have much smaller screens, and you've then got limitations in space, so the trend we're switching to is sliding panels: you've got a menu down your left and you click on some info in the content, and a panel slides in from the right, visually sliding in, called a transition. Then you can either put that away by closing it or swiping it to the right; or you can click on

GfK Partners for Telecoms Pricing Tools

Aug 3 2020

GfK has partnered with technology designer stickee to develop the 'Daily Pricing Monitor', a fully-automated data collection, monitoring and analysis suite for the telecoms sector, feeding back through an online dashboard.

With advances in graphic processing, you don't simply switch to a new view, you transition to it ...like this paper analogy, I can just see the old one peeping out from under the new one.



something in that panel, and something else slides in from the right, so you've got this drilling down through several layers and you can see the context, a left and right context so it's intuitive, starting with the original menu and then what's just visible from the first swipe and what's from the second and so on - each layer doesn't quite overwrite the one before it. On a mobile you know you'll only have one layer of drag-in because you just run out of space.

NT: I suppose for us oldies as well it's quite like paper, you have something there on your desk and you need to refer to something else and you put it on top of that to look, and the first one is there to look at when you've finished with it, it's like a To Do pile.

RT: With advances in graphic processing, you don't simply switch to a new view, you transition to it: you show an animation that lets people see where the new thing has come from, you don't simply go Bonk and show the new one over the top of it - so again it's like this paper analogy, I can just see the old one peeping out from under the new one. Something is minimised, like a thumbnail, and then when you click on it this thing grows into the middle of the screen, then goes away again, and in your head your brain kind of stores where that's come from and that it's tied to this thing down there, and it's an intuitive thing.

NT: Presumably everything you do has for a long, long time been designed for desktop. Any pressure on you to make it look more like consumer products that people are used to on their mobiles - and how does the small screen affect your design generally?

RT: Less than a lot of people, because most people manage their network from a desk. Launching a mobile app version is certainly much lower priority than evolving the desktop version in other ways. We've talked about doing a much cut-down app that would just give you a real-time picture, so if you're out shopping or something there'll be a network alert that comes through on a mobile, a little ping - you can do that now, ask Highlight to send me an email if you get a problem in this area or that area, but we can make that a little friendlier, so there's a vibration in your pocket, and you can tap that to show a summarised version of the problem.

Browser technology has only in the last few years made it much easier to transition things nicely - they are increasingly expected to replace, expand and collapse different parts of the screen rather than people scrolling around. JavaScript and libraries have become much, much better for transitions so you don't have to code that sort of thing yourself. You can say to the browser 'When you display this just do a nice little gentle cross-fade into

this, slide this new content in from here'. How you get info onto the screen is in some ways as important as what you're displaying itself.

Humans vs AI

RT: One of the biggest drivers behind our presentation of data is to let people spot the patterns - if you're trying to troubleshoot something the first questions you ask are about context: this thing has failed. ... OK, has it done that before, does it do it every Friday evening, does it do it when the weather's hot, did it do it at the same time you upgraded the software - so you're looking for correlations and patterns. One of the things we've resisted is having AI to do analysis of what's there, because we think the human brain is much better at spotting anomalies *if you can get the picture clear enough* - people will make more sense of it than a machine learning algorithm. The latter will suddenly say 'Ooh the traffic has spiked over here, that's bad', whereas a human will say 'I know we moved four people to that location last week so that's going to spike'.

NT: The AI would have to have a *very good* picture of what's happening in the real world to recognise all the factors?

RT: Yes. And that's going to be true for a while yet. ■

www.highlight.net

AGREE OR DISAGREE?

Data Viz Trends 2020

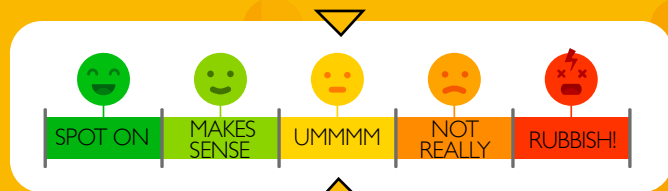
BUSINESS SOFTWARE SHOULD NOW BE DESIGNED TO LOOK LIKE THE MAIN CONSUMER PACKAGES / PLATFORMS PEOPLE KNOW AND USE ON THEIR MOBILE 'PHONES.

'Look like it, and use the same principles of interaction (cogs to show "configure things", hamburger menus, slide-in panels) allow the user to choose their own path through the software rather than dictating it, etc'
Richard Thomas, Highlight

Suppliers... must make sure their tools work well on mobile and don't fall short of the expected design standards. Going further, it is not just about how these tools look on mobile, it's about increasing reach, engagement and insight generation by providing on-demand access to data at the right time and place'
Pete Ansell, Kicktag

'The best bits of business software don't just copy design and UX from other successful mediums. A design process should be specific to the product in focus, and with creativity/originality not restricted'
Joe Parker, Motif

'Usability is extremely important and often apps to adhere to similar UX styles, but at the end of the day users / user testing should inform final design'
Grant Osborne, Infotools



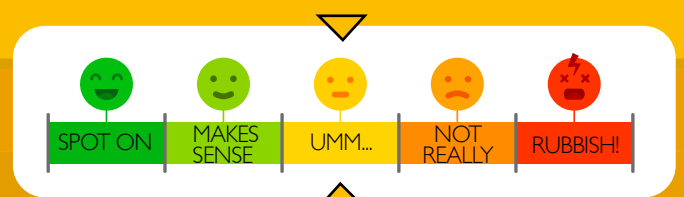
OVERALL VERDICT: SPLIT

Split between strong agreement and strongish disagreement.

'You need to take the device into account when designing visuals and what can be done on those devices. It's not about reducing functionality; it's about what users would want to get done on a particular device and designing functionality around that'
Vache Moroyan, Medallia

Smaller doesn't equal 'dumbed down'. A mobile version shouldn't just be a smaller version of a desktop dashboard, but a different version that is far more selective in the amount of information it displays. A used, well thought out mobile report (particularly for someone like a CEO) is preferable to an all singing dashboard that gathers dust'
Joe Parker, Motif

VISUALS THAT WORK ON MOBILES ARE IMPORTANT, BUT DASHBOARDS ETC WORK BETTER ON BIGGER SCREENS AND SHOULD NOT BE DUMBED DOWN / THEIR FUNCTIONALITY REDUCED DUE TO OBSESSION WITH DESIGN FOR SMALLER.



OVERALL VERDICT: SPLIT

Again with quite a range of views but many sitting on the fence.

VISUALIZING THE PANDEMIC SENTIMENT

Chris Morgan, CEO of Ipsos company Data Liberation looks at the challenges and choices involved in running and reporting a global Covid tracker.



Comscore Enhances Movies Reporting and Analytics Suite

Aug 4 2020

Comscore has created a single system for all elements of its global movies reporting and analytics suite, providing access to the firm's databases and offering trends across decades of cinema-level behavior.

In January, we saw the first signs of a pandemic approaching, largely thanks to feedback from our teams in China. We responded in the first week of February with the launch of 'Essentials' - a global syndicated study about consumer sentiment with regards to Covid-19. We have since conducted roughly 300,000 interviews across 16 markets, including deep dive research into 64 categories. This ambitious survey has provided (and continues to provide) us with understanding and insight into how consumers have changed their opinions about essential versus treat, postponable or expendable categories. The dynamic, customisable reports also enable businesses to keep track of the major disruption in consumer behaviour, sentiment, attitude and motivations that Coronavirus has brought with it.

Imagine the challenges involved in designing this survey, and building all the highly sophisticated technology that silently

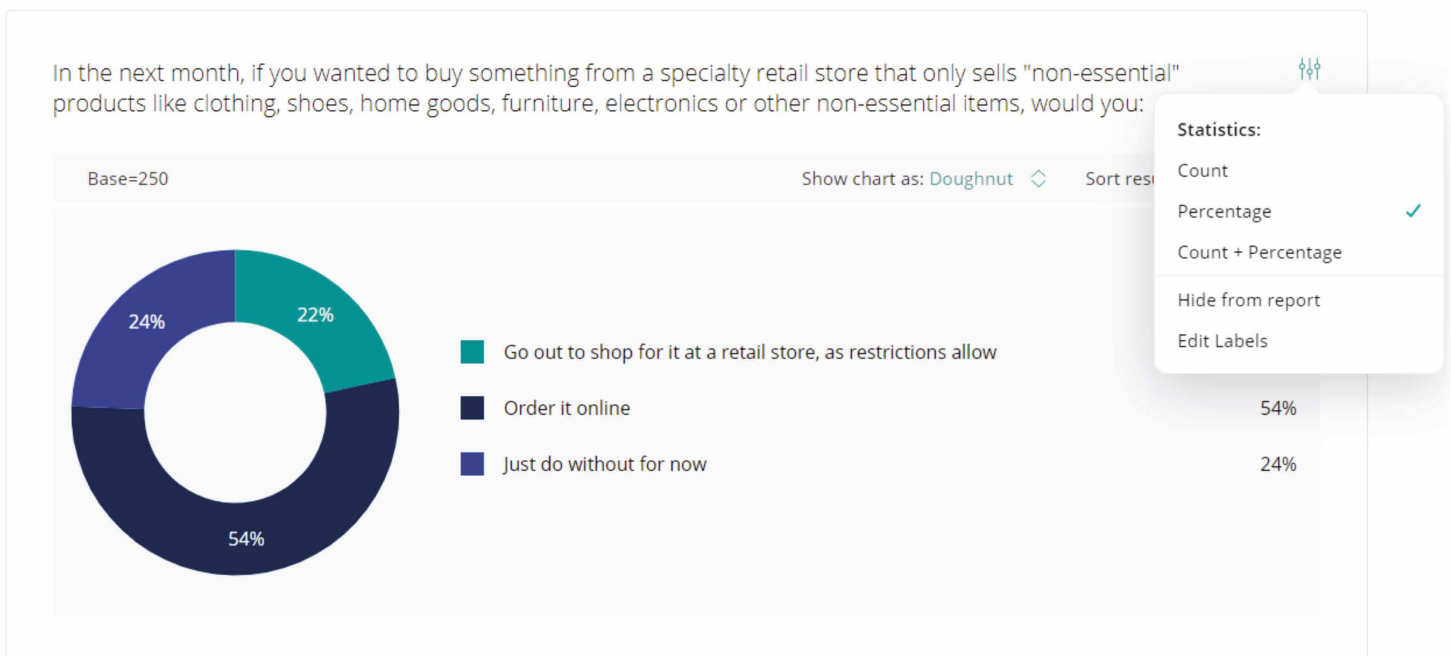
Data visualization is not a one size fits all solution. It needs to cater to the diversity of market research requirements

but effectively analyses the data and connects the dots behind the scenes. Then there is the work involved in redesigning the survey as new questions and variables are added, and existing ones evolve. This is, in fact, nothing much more than your regular complex global tracker...

From a data visualisation perspective, the Essentials global tracker has two approaches. Firstly, we have created a dedicated website, Ipsos.digital/essentials, totally focused on the product and its benefits. Clients can clearly see everything there is to know about the study either on a global or country specific level, and fully understand the offer.

Secondly, we had to choose the optimal way to deliver the

The dynamic, customisable reports also enable businesses to keep track of the major disruption in consumer behaviour, sentiment, attitude and motivations.



Zappi Restructures Executive Team Aug 4 2020

Ad and innovation testing platform Zappi has divided its executive team into two: the Futures team, which will set the company direction, and manage its vision and values; and the Leadership team, which will focus on day-to-day operations covering revenue, resourcing and efficiency.

August 2019



Chris Morgan,
CEO of Data Liberation

Chris established Data Liberation in 1992, with the focus on data delivery systems within market research, selling the company to Ipsos in 2019. Chris loves nothing more than seeing insight teams using the products that Data Liberation has developed to build presentation quality reports directly from respondent level data that has only been out of the field for a matter of hours. Chris originally from New Zealand, is a member of the MRS and ESOMAR.

Since many of our clients have limited time for training, simplicity for this project was vital.

findings. We had several options, from building a tailor-made solution to just sending a powerpoint report. In this case Ipsos involved Data Liberation, a company it acquired in 2019, experts in taking a complex multi-country study and offering results through a simple dashboard, the automatic creation of PPT and a tabulation tool. This satisfies the need of both the clients who just want the report and those who want to go deeper into the data and run their own analysis.

Clearly, the group could have opted for more complex approaches including SAS, SPSS and Askia Vista. These solutions, however, require proper training and in-depth understanding of the tools. Since many of our clients have limited time for training, simplicity for this project was vital.

With the pandemic crisis, the resulting need for understanding evolving consumer sentiment requires a sophisticated study based on vast swathes of data. Many of our clients want to test hypotheses quickly and feed the results back into the next round of same-day testing.

Project overview



750 respondents
Total number of respondents

RESPONSES BY AGE

There were 2 age groups for this research



Data visualization is not a one size fits all solution. It needs to cater to the diversity of market research requirements, from complex longitudinal studies, to iterative short surveys and everything in between.

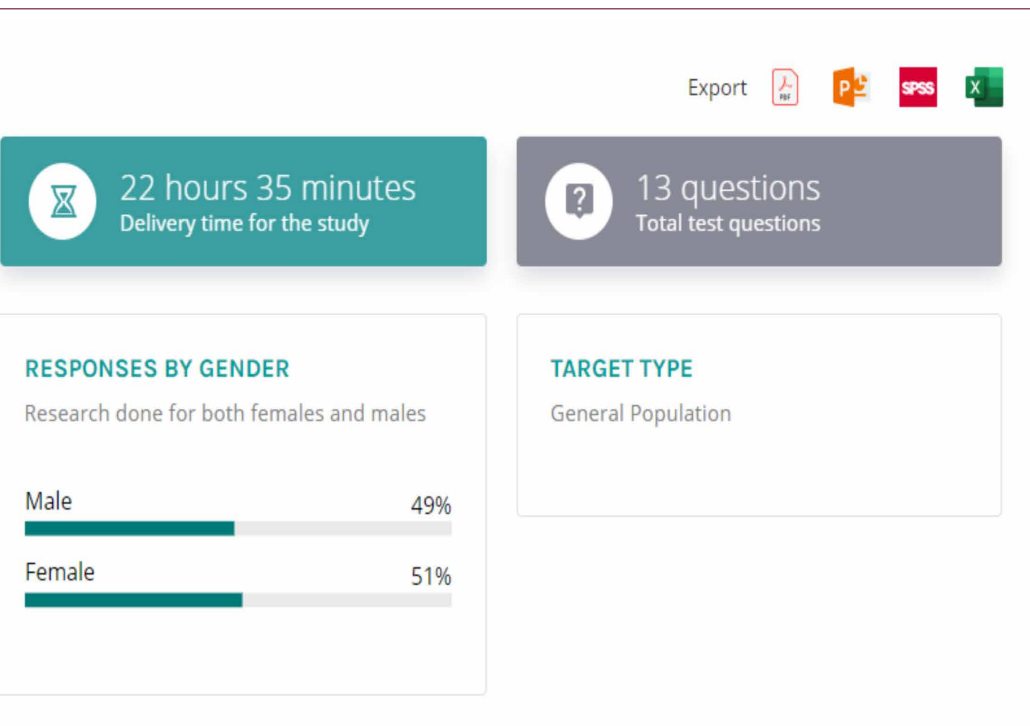
With the pandemic crisis, the resulting need for understanding evolving consumer sentiment requires a sophisticated study based on vast swathes of data. Many of our clients want to test hypotheses quickly and

Kantar Launches Six Hour Survey Turnaround Service

Aug 5 2020

Kantar has launched a survey solution called Accelerated Answers, which promises to deliver 'real insights from real consumers' in as little as six hours.





feed the results back into the next round of same-day testing.

The options and tools available for data visualization are multiplying rapidly, both across the industry and within each market research company. However, they are not interchangeable. There's a lot at stake for businesses, and it is our role to assess quickly, at set-up stage, which option offers the optimal solution that will best cater to all stakeholders' needs and to the lifecycle of the project.

Whatever the size of your research project, from monster global

trackers, to small ad hoc testers and all shades between, it is absolutely crucial that your reporting solutions deliver dynamic, visually interactive, user-friendly results in real time, every time. There must be no flinching and no blinking from the technology behind the scenes and only optimised reporting tools for your specific questions and market. Data visualisation is arguably emerging as the new champion for market researchers, and choosing the right platform to deliver your own personal champion is proving to be a game changer. ■

It is our role to assess quickly, at set-up stage, which [data viz] option offers the optimal solution that will best cater to all stakeholders' needs.

About the Essentials syndicated tracker

Twice a month, we connect with 1,000 consumers per market in Australia, Brazil, Canada, China, France, Germany, India, Italy, Japan, South Korea, Spain, the United Kingdom and the USA; and 500 consumers in Mexico, South Africa and Russia. The dynamic, customisable reports are delivered weekly or bi-weekly to enable businesses keep track of the colossal changes in consumer behaviour, sentiment, attitude and motivations that Coronavirus has brought with it. These changes aren't showing any signs of slowing down and Essentials, we believe, is expected to become a standard feature of businesses' survival tool kits.

About DataLiberation

DataLiberation is a company specialized in producing online dashboards, native PPT, PDF and cross tabulation for market research projects. Ipsos acquired the company in 2019 with the focus on further developing the solution and offering it as an integrated part of Ipsos.Digital's online reporting.

'TSAPI' Survey Data Transfer Initiative Launches Aug 6 2020

Five UK-based research tech firms and associations have launched a non-profit initiative called TSAPI, inviting the market research sector to come together to create an industry API (advanced programming interface) standard for transferring survey data, and then share it globally.

August 2019

CAREERS: REASONS TO BE CHEERFUL

by Nick Thomas



Nielsen Launches Sponsorship Data Tool 'Sponsorlab' *Aug 6 2020*

In Australia, Nielsen has launched a sponsorship data platform called Sponsorlab, using its existing data sets to help assess the performance of key sponsorship properties, and understand the market value of sponsorship rights.

...Part... 2 or 3? Call me a Pollyanna if you like - I think I've used this title before at least once - but coming to the Careers section of another publication with job vacancy numbers still low, and much pessimism around, I don't actually feel depressed about the MR job market and the future of our profession. Here are ten reasons why, including at least a few mentions of Data Viz.

1. A golden age for talent

Like the publication itself, who better to start with than Ipsos co-founder and CEO Didier Truchot. He believes that advances in education over the past hundred years have given us ten times as many literate young people, with a highly educated pool of talent in any country. 'We should look at that as an opportunity', says Truchot, 'because it may not last forever - the decrease of the birthrate might mean that in 50 years from now there will be fewer young people to work in companies where the quality of people is central'. In short, we have a fantastic talent pool right now.

2. Employers are finding the skills they need for new areas of data & insights

This I think provides half the explanation for the lack of difficulty companies appearing in this publication seem to have with finding great people. It's true for technical skills - Medallia's Vache Moroyan, asked about skills shortages, was as confident as you could ask: 'There's not really any skillset or role we find difficult to fill. When we want someone, we're going to go find them... We're a worldwide company as well, so we're not limited as to where we can hire'. It's true for more hybrid types - researchers with a good technical grounding; and it's true at least at the moment for more core MR skills - that may have more to do with candidates flooding the market, but I don't think it's the only factor.



Where insights sector specialists do still have trouble finding the right blend is, well... a familiar story, as Benjamin Rietti says in his podcast: 'I think the biggest challenge for any software company within MR is filling the role of a salesperson who understands MR, because we're not very good at selling ourselves'. Lord, if I had a pound...

3. Little threat from the robots

It's an age-old worry that machines will replace people in work, and most recently the bad guy in this scenario is Artificial Intelligence, but in compiling this publication I've not heard much evidence either that it's doing so or that people think it will do so - in the next couple of decades at least, which is about as far ahead as anyone should try to look anyway, methinks. It's definitely going to free some of us from the more boring parts of our jobs, so we can concentrate on the things we've always said were most important - strategizing, recommending, helping clients to implement, as Ipsos' Andrei Postoaca discusses above - but that won't remove the need for the researcher. Any more than technology has given us all the three-day week.

4. Developer focus on MR suppliers

There's now general recognition of the notion that technology should be helping researchers at all stages of the process

Delvinia Hires Moffett to Grow Methodify in USA Aug 7 2020

Global research technology and data collection company Delvinia has appointed Bethany Moffett as Executive Director, responsible for building out the US client development team for the firm's automated research platform Methodify. Delvinia has also appointed a further eight new employees.

August 2019

- obviously with meeting increasing demand for good-looking graphics and engaging stories, but also with trawling through data looking for significance, drafting questionnaires, illustrating dry facts with juicy videos, and so on. As Askia's Richard Collins underlines in his article, a lot of software is now designed not with end clients in mind, but the comfort and efficiency of the engine room researcher. More interesting jobs: less drudgery.

5. Employers' willingness to train, and retrain staff

Following on from this, there are exciting new skills to be learnt, and willingness among insight employers to retrain existing staff to fill new requirements. This was noted in the previous 'Insights in the Mobile Age' supplement, where MR industry employers got high marks for their reaction to the Covid economic slump: while projects in a majority of sectors have been hit, some are thriving, and firms have shown a preference for moving staff across to cover, rather than cutting jobs.

Retraining of a different kind has cropped up a number of times in the current issue too, not least at Toluna where Paul Twite talks about the skills implications of the firm's switch to its new Start platform. 'A big training requirement? Seems like that's all we've been doing for the last six months, making sure internally we're up to speed on all the tech will do for us internally. We're able to embed this across thousands of insight projects, so it gets tested across our entire organisation which is great... Equally our teams spend a lot of time with clients training them. There's a lot of work being done at the big CPG firms with the insight functions saying 'where are we going to be in two or three years if we don't innovate?' So we're working hand-in-hand with them'.



6. Storytelling aids

Specifically, data visualization techniques and software are going to be embedded more and more in what we do, as researchers 'become storytellers'. We always were, weren't we? I'm personally a bit disgruntled when people say otherwise, and think 'Speak for yourself' - but on the other hand I can see absolutely where Confirmit's Tobi Andersson is coming from in his podcast: 'People with storytelling skills really help you get so much more out of the data. That could be a story about a specific

Specifically, data visualization techniques and software are going to be embedded more and more in what we do, as researchers 'become storytellers'.

Andersson Named Confirmit Chief Product Officer

Aug 11 2020

Research software firm Confirmit has appointed former Dapresy CEO Tobi Andersson as Chief Product Officer, leading its product strategy and vision.

dataset, or how to create a story around **several** datasets, that means something. I think that's going to be much appreciated in the future'.

Storytelling is fun - anyway - and data viz technology is making it much more so, adding colour and variety. Part of us has always yearned (stop me if I'm making too many assumptions here) to get those presentations and reports looking better, but not had the time: now there will be time freed up for it, more expectation of it anyway, and tools that make it quicker, so three forces pushing at once. Plus, what we produce is going to be seen by more people across client companies, due to advances in sharing tech and the 'democratization of data'. That should feel good.

7. Lots of jobs in MR tech companies

In case you've been thinking that numbers 1-6 were not enough about the job market, specifically, we're coming to that. Firstly, the kind of companies sponsoring these supplements, often those on the leading edge of data & insights, have not struggled this year, and are either continuing their rapid expansion - just look at how many

openings Medallia have on their careers page; or resuming hires now after a short blip; or at least reporting solid business and no redundancies, with the intention to resume growth soon - you'll find examples of each in the last two supplements.

8. ...and some again in mainstream MR firms

Even among the big agencies, there is good news about levels of business - Ipsos report revenue higher than last year from June onwards; YouGov hardly paused for breath; and a lot of medium-sized MR firms in the US and UK have seen business flat or growing rather than crashing as one might expect from the headlines. Ipsos' jobs pages have started ticking along again after a freeze in April (42 current vacancies as I write); as have Nielsen's, now split into Connect and Media. This doesn't represent an end to worry about Covid of course, or about the recession we have thrown ourselves into by the way we've responded worldwide - but it does reflect a recognition that life, and business, go on, and - Hey - we need some staff.

9. Job ads appearing

This is reflected in the number of ads posted on our own job board, which has seen a distinct uptick in the last three weeks, culminating in a total of 41 for this week's weekly news. Way, way down on the old days but in recent terms very encouraging, and we are looking for silver linings here. They include a smattering of one-off client side ads.

Does it represent anything more than a blip, given the 'second spikes' in Covid we're seeing? Yes, I think it certainly does - we're not going back to April-May behaviour, economically speaking, however this pans out.

10. You really want ten?

Well: You should always be optimistic about finding great new opportunities in MR, because you have the world's best sector specialist job board to help you, and we're now in partnership with ESOMAR and WIRe (<https://www.mrweb.com/drno/news29482.htm>), giving access to a wider range of vacancies and candidates than ever before. It's free to register, and we're here to advise on any aspect of your job search. ■

hello@mrweb.com



Dynata Buys Searchable Insights Platform Sharpr

Aug 11 2020

Panels and first-party data firm Dynata has acquired Salt Lake City and Chicago-based searchable insights platform Sharpr, for an undisclosed sum.

August 2019



At Confirmit, the heart of our business is the people behind our technology. It's that simple. Our team of incredibly talented, motivated, hard-working (and fun!) people make this company great.

Our people set us apart from the rest, and we know it.

Our teams around the world thrive on the success of our customers and work together to deliver it. And as much as we pride ourselves on being customer-centric, we're incredibly proud of our dedication to our employees. We empower our employees to succeed with endless opportunities for learning and growth. Equally as important is our commitment to a company culture that facilitates our employees' personal growth.

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At Ipsos we believe our clients need more than a data supplier, they need a partner who can produce accurate and relevant information and turn it into actionable truth.

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E-Tabs have been providing the market research industry with leading edge, and award-winning productivity software solutions to enhance Data Visualisation and reporting for 27 years. We're headquartered in London with further offices in Europe, North America and APAC.

Our team is at the heart of everything we do. They contribute to a working environment that is fun, creative, collaborative and rewarding. Each member cements strong and close partnerships with our clients, and delivers products and solutions that are best in class.

We are witnessing a significant increase in business as many clients turn to automation and technology to come out of Covid stronger. We are expanding our support and business development teams to meet this demand - if you want an enjoyable, stimulating and rewarding job with lots of opportunities



We're always on the lookout for customer-focused people with a passion for insight and technology. We hire in the UK and in North America.

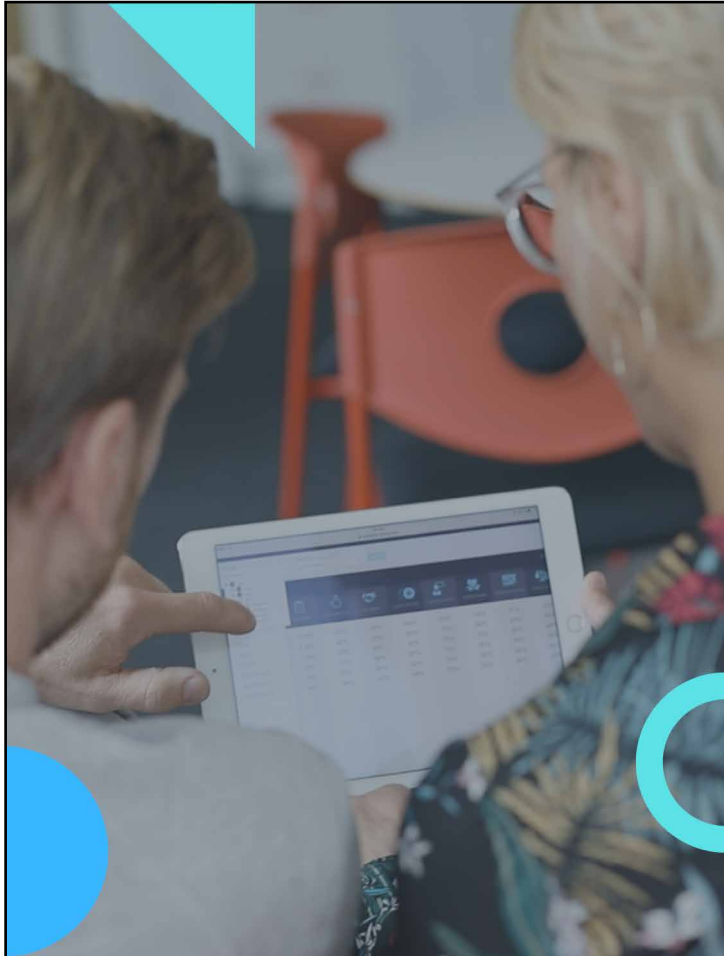
Is this you?

- I like to be given responsibility and enjoy taking ownership of work
- I am energized and motivated by change
- I enjoy being part of a team working towards a common goal

Email us your resume: careers@livinglens.tv

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8. DIRECTORY



Who we are...

Your partner for today. Guiding your vision for tomorrow. Confirmit is here to make you successful. We work with companies around the world to deliver Market Research, Customer Experience, and Employee Engagement solutions that help you to turn insight into stories that fuel action.

The recent merger between Confirmit and Dapresy combines two powerful solutions to simplify complex research programs, providing a revolutionary end-to-end platform for the insights industry.

Our global customers, leading analysts, and the wider market recognize our dedication to ensuring that our solutions deliver business change and value. Confirmit is more than a vendor, it is a true and trusted partner.

Who to contact?

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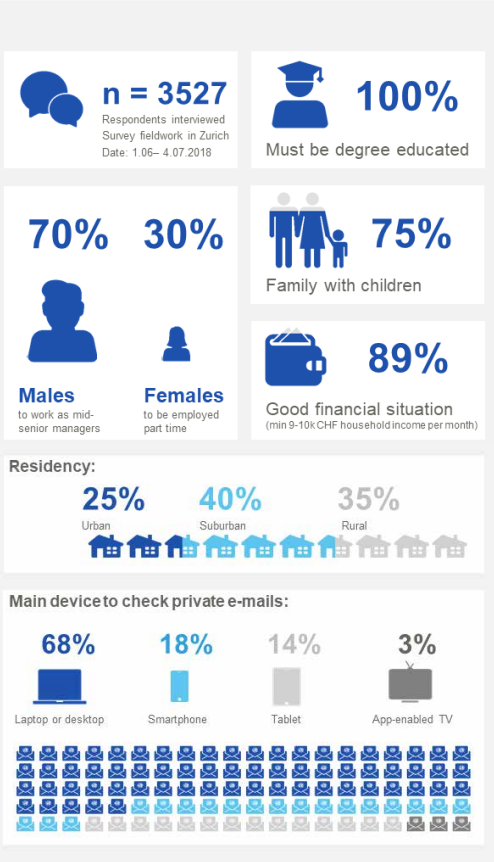
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Who to contact?

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SAMPLE STRUCTURE



What we do...

As leaders in innovative reporting products for the market research industry for over 25 years, E-Tabs specialise in report automation and data visualization solutions that save time and money bringing greater efficiencies.

Our tools solutions and software include:

Online Dashboards & Reporting – Using our ground-breaking MR dashboard platform (Iris), anyone can build a visually engaging online dashboard in minutes.

Data Visualization – Our PowerPoint plug in (Vizualz) allows anyone to incorporate great looking data-driven Infographics and DataViz objects within their presentations.

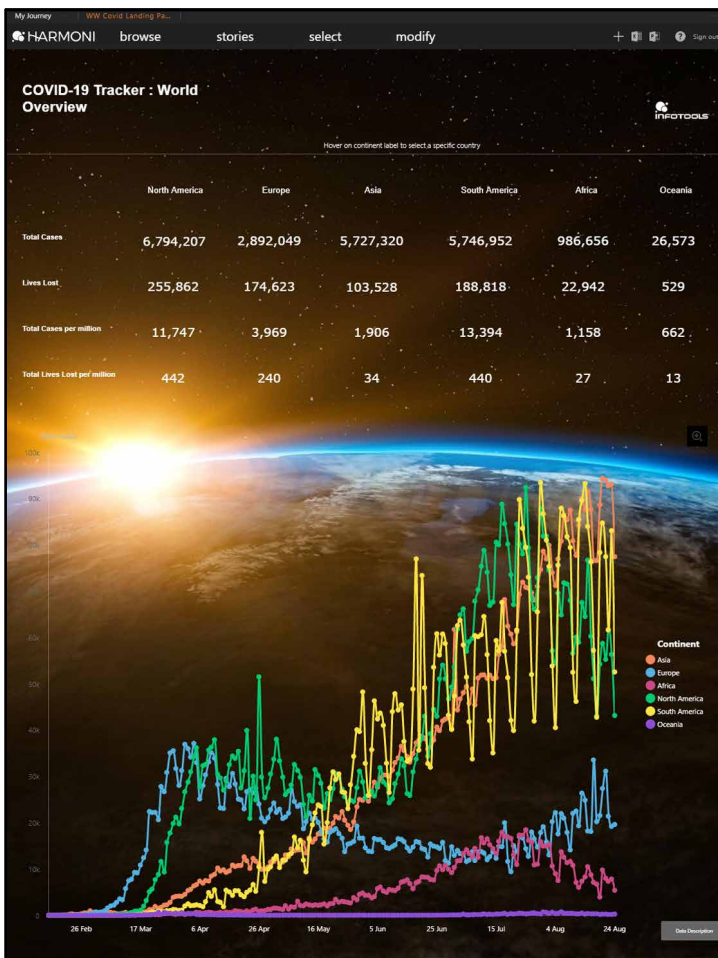
Report Automation – No matter how complex your PowerPoint charting needs; our award-winning (Enterprise) software can automatically update every detail of your tracking studies or any repetitive projects within minutes. Deploy the software yourself or ask our in-house reporting team to do it for you.

PowerPoint Charting – Our PowerPoint plug-in (Graphique) enables you to create charts directly from your tables at breakneck speed, helping you to easily find and present the story buried within your research data without the need for manual typing or constant copy and paste from Excel.

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Who we are...

Infotools is an award-winning software platform and services provider.

The platform, Harmoni, has been purpose-built for market research data, by market researchers. From data processing through to analysis, reporting, visualization, dynamic dashboards, distribution, and data alerts Harmoni is a true 'data-to-decision-making' solution. Infotools also have data experts who can help you get the most from your data.

Established in 1990, and with a presence in Europe, the USA, South Africa and New Zealand, Infotools works with some of the world's best-known brands, including Coca-Cola, Orange, Samsung and Mondelez, as well as boutique and large research agencies such as MDI, Nielsen and Ipsos.

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BE SURE. GO FURTHER.

Pushing the boundaries doesn't have to be risky. At Ipsos, we uncover new opportunities and show how to get there.

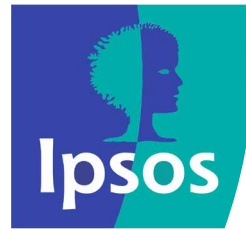
GAME CHANGERS Ipsos

Who we are...

Ipsos.Digital provides users with a full end-to-end DIY platform to define sample, build surveys, collect answers from our high quality, well-profiled and engaged respondents and access automated reports (dashboard, native PPT, PDF and cross tabulation tool) with the option to also tap into our global network of experienced researchers in 90 markets.

Who to contact?

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Tags

Filters

SI-UBLGC Twice A Day 18-24 Female
Plus Skincare Skin Type Amazon

Irene Oliver - Skincare

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Who we are...

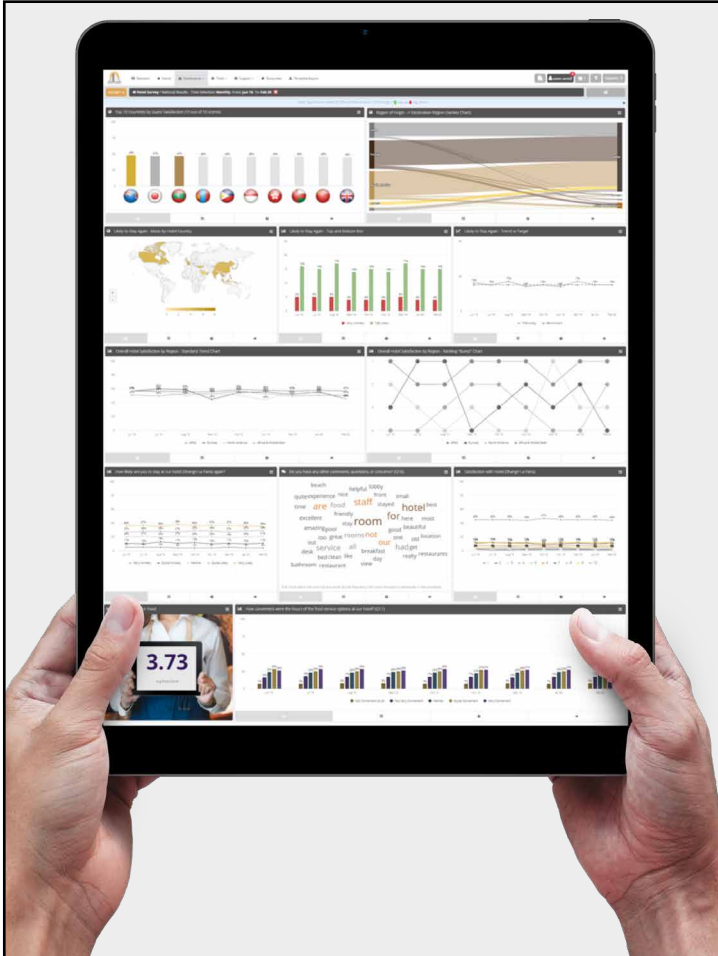
Your partner for today. Guiding your vision for tomorrow. Medallia LivingLens helps the world's leading brands and market research agencies work with video feedback at scale by analyzing the data contained within speech, sentiment, emotion and objects. Our video intelligence platform simplifies the complexities of video and aims to free your organization's resources so you can focus on what matters to you – understanding your customers, employees and users better. Automatically extract insights and identify key themes that take you to meaningful content quickly, so you can tell powerful stories to inspire action and drive change within your organization.

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livinglens.tv

Medallia LivingLens



Who we are...

Kicktag - Cosmos Dashboards

We build powerful, flexible and engaging online dashboards and analysis tools to help market research agencies and their clients unlock the potential of their survey data. Our Cosmos platform caters for a wide range of data users, and provides a blend of different tools based on user needs:

Dashboards - graphical summary dashboards with Governed Data Discovery functions for visual data exploration.

Analysis Tools - powerful cross-analysis and high resolution data tools for detailed self-serve analytics.

Self-Serve - Cosmos sites can be entirely built and managed online, or supported by Kicktag.

Who to contact?
enquiries@kicktag.co.uk

Videos:
<https://cosmos-hub.kicktag-cosmos.com>



**Experience
toluna*start**

Start knowing

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end-to-end consumer
insights platform.



Start Knowing

Toluna delivers real-time consumer insights at the speed of the on-demand economy. We do what no other insights company can. We combine innovative technology, award-winning research design, vertical expertise and a panel of over 30 million consumers.

What does this mean for you? It means you can get more research done in less time with less budget. It means you can design a research program that meets your needs, whether that's self-service or full consultancy. It means you can trust your insights because quality is baked into every part of our process. And it means you can do it at scale.

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**REVEAL MOTIVATIONS,
BUILD BRAND LOYALTY,
POWER BUSINESS SUCCESS**



Who we are...

Motif is a loyalty insights agency that specialises in revealing motivations, building brand loyalty, and powering business success.

We help our clients understand what truly motivates their customers, and how to increase customer loyalty. We provide a deep understanding of what drives customer motivations, using strategic insight to build better, more profitable relationships. A veteran of the industry, our 25 years' experience in CX/VoC has informed a new perspective. Our bespoke loyalty model is a better predictor than NPS when it comes to acquisition, retention, and share of wallet, and we can prove it. Our model determines each client's loyalty profile and plots them alongside their industry competitors, identifying key strengths and weaknesses along the way. We then use our building blocks of loyalty: quality, value, sharing, closeness, and magnetism, to target our recommendations to clients. We deliver cutting-edge insight which powers business success, resulting in happier, more profitable, and – most importantly – more loyal customers.

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BACKWORD

This issue has grown and grown - I'm not sure 100+ pages is optimum and we won't aim for it in future issues, but put it down to the enthusiasm of sponsors and advertisers to be part of it, and then to say and write plenty of excellent content for us. We certainly didn't anticipate that this, of the 3 published so far, would be the one with the greatest demand for space.

All three publications - this, 'Mobile Age' and Online Communities - have a permanent home now in our MRT features section (www.mrweb.com/mrt). When we published 'Communities' we said we'd think about establishing them as a continuing feature, and I can confirm that we'll be repeating them, probably even after the excuse of DRNO's 21st birthday (which conveniently follows c. 18 months after MrWeb's, and is in March 2021) has gone.

This issue's big thanks go to Andrei Postoaca, from title sponsor Ipsos.digital, a dynamic entrepreneur who's truly good to work with and who now holds the record for the 'Most Zooms endured with Nick Thomas'; again to Chris Hayton at Fullpoint Design (chris@fullpointdesign.com) who continues to push

back the boundaries of good customer service, even as the deadlines and number of pages for this one have been pushed back; and special mention to Carl Wong, whose uncanny ability to talk fluently, cheerily and interestingly for an hour with just the right number of prompts, allowed me to do a first-ever video podcast effectively in one take, saving me the 'excruciating, time-consuming agony' he mentions himself in the interview.

Next up should be neuroscience and biometrics, and we'll nervously say February for the publication date - please contact us on ads@mrweb.com if you want to be a part of it.

If you're not already a subscriber to DRNO (<https://www.mrweb.com/drno>), the MR world's daily paper, you should be - and we'd love any feedback on it and on the special issues so far, on hello@mrweb.com.

Thanks for reading!

Nick Thomas, MrWeb

NEXT ISSUE FEBRUARY 2021

mrweb

NEUROMARKETING, EYE TRACKING AND BIOMETRICS

FEBRUARY 2021

ir by department

Logistics costs



IT costs



nts by quarter

Quarter IV



Revenue growth

division

division

Revenue growth divisions

division

- ARTICLES
- PODCASTS
- INTERVIEWS
- VACANCIES

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