

INSIGHTS THAT WORK

Real stories. Real results.

**Best research stories exclusively from the GRIT Top 50
most innovative companies.**



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THE FUTURE OF INSIGHTS



Insights That Work: Introduction

Every year, participants in the GreenBook Research Industry Trends survey (GRIT) vote for the most innovative companies in market research. When the rankings came in earlier this year, we asked the top 50 to share their best research stories.

We wanted to see how innovative market research creates real value for real clients. We wanted to hear real stories about delivering real results. We wanted to know about insights that work.

Business stories are best told as case studies. Each of the 29 case studies that you will find in this ebook explains an insights challenge, describes a solution, and shows the outcome – to demonstrate what’s possible and how to get there.

We hope you will find this ebook interesting, inspiring, and possibly even helpful as you tackle insights challenges of your own. Enjoy, and please let us know what you think!

Lukas Pospichal
Managing Director, GreenBook

About GRIT

About the GRIT Report

The **GreenBook Research Industry Trends (GRIT) Report** is the leading survey of the insights industry, analyzing trends, providing benchmarks, and serving as a strategic planning resource for researchers. Over 30,000 insights professionals and executives read each new edition of the report.



About GRIT Top 50 Most Innovative Market Research Suppliers

Over the past seven years, the GRIT Top 50 ranking has become one of the key metrics many companies use to understand their position in the insights industry. It is similar to a brand tracker with the attribute of “innovation” as the key metric. Using an unaided awareness verbatim question, we ask respondents of the GRIT survey to list and rank the research companies they consider to be most innovative.

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Undertone & System1 Prove Emotion Drives Digital Profit

System1 Group



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ABOUT THIS CASE STUDY

Business issue:

- Develop, revitalize market

Methodologies:

- Advertising Research-Copy Testing – Digital Media

Client: Undertone

Client Industry:

Advertising Agency

Project Year: 2017

CHALLENGE

Digital ads get a bad rep – as short-term sales hooks, these types of ads often drive web users crazy! Digital ad leaders Undertone know that's not true: putting creative first works, and high impact digital ads really do build brands and drive long-term profitable growth. They wanted proof, and System1 partnered with them leveraging our knowledge of behavioral science to find it.

“Emotional response directly predicts ad profitability, and to a greater degree: the more people feel, the more people buy.”

SOLUTION

System1 Ad Testing, like everything we do, is based on a simple truth – people

make 95% of their decisions each day using the fast, instinctive, emotional “System 1” mode of thinking. System 1 is in the driving seat, so effective marketing is marketing that appeals to it directly. In advertising, that means emotion. Most research methods only pay lip service to emotion. For System1, it's the predictive center of our award-winning methodology. Emotional response directly predicts ad profitability and to a greater degree: the more people feel, the more people buy.

We measure the seven universal emotions found in the work of Paul Ekman, the world leader in understanding human emotion. We ask what people feel, how intensely, and why. This calculates an Emotion-into-Action™ (EiA) score for each ad, validated as predicting its effectiveness for long term brand growth, which we benchmark against our global database.

Undertone wanted proof their ads were more emotionally effective. We tested and compared 25 of Undertone's high impact ads (large canvas ads with

ABOUT SYSTEM1 RESEARCH

System1 Research, formerly BrainJuicer, was founded in 2000 and has pioneered the use of behavioral science, using people's instinctive, intuitive 'System 1 thinking', to better predict innovation, advertising, brand building & shopper marketing that guarantees profitable growth, zero waste. Named GRIT 'Most Innovative Company' 6 years in a row.

www.system1research.com

System1 Group



interactive features) with ten standard display ads (5 Rich Media, 5 Static) and established a baseline by aggregating the standard ad scores. Sample size was 150 gen pop adults per ad. As well as our predictive emotional metrics, we provided rich quali-quant diagnostic reasons for emotion and standard 'rational' metrics for comparison purposes.

OUTCOME

Undertone got the proof they needed. Their high impact ads performed exceptionally well in emotional testing – they outscored standard ads by over 60% for both the level of positive emotion and the intensity people felt it. 60% of their ads scored either 4- or a maximum 5-Stars: the incidence among all ads is a mere 13%. This proved that Undertone's ads delivered rich experiences with emotional resonance far beyond standard display ads, and will be vital in defending Undertone's price premium and positioning them as category leaders who understand that creativity is essential to success, even in digital display.

The results also went further than the original goal. In analyzing the data against in-market activation effects that Undertone provided us with (i.e. CTRs, Interaction levels) we discovered that emotion also predicts short-term effects. The crucial metric here is not the overall level of emotional response but a combination of emotional intensity and the range of emotions covered, which stimulate the System 1 brain and make immediate reaction much more likely.

“Creativity is essential to success, even in digital display.”

Since the Undertone tests, we've also validated this metric against real client sales data, showing that great emotional creative is critical to achieve both short term activation and long term profitable growth.

Selfies & Smartphones: How an Online Community Helped P&G Engage Consumers



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ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service launch

Methodologies:

- Online Communities – MROC

Client: Procter & Gamble Co.

Client Industry: Packaged Goods

Project Year: 2017

CHALLENGE

As any beauty consumer can tell you, shopping for skin care can be an overwhelming proposition. With thousands of brands crowding the shelves and new ones gaining influence by the minute, it's no wonder shoppers are increasingly going online to seek advice.

In 2016, Procter & Gamble Co. responded by developing the Olay Skin Advisor, a web-based technology platform aimed at helping consumers identify a personalized skin care regimen best suited for their skin type and needs. Consumers use their smartphone or tablet to take a selfie and answer a few questions regarding skin concerns, product preferences and current skincare habits. With the help of some clever AI, Olay Skin Advisor then provides feedback on the visible skin condition and generates a recommendation for a customized P&G skincare regimen.

In early 2017, prior to the global release of the app, P&G approached Ipsos to help test an enhanced version of the technology to evaluate its effectiveness in providing an even more personalized

experience in the eyes of the consumer. The chosen research method needed to ensure engagement throughout a multi-phased product trial, while also providing a holistic assessment of performance, believability and purchase consideration.

SOLUTION

As the world's largest product testing advisor, Ipsos is dedicated to designing research that leverages innovative technology and platforms to drive engagement. Through the years, we've evolved our core product testing capability to focus on contextualizing content through text analytics, mobile-first approaches, and "in the moment," multimedia tools.

For the P&G product trial, an online syndicated community proved to be just the vehicle to spur this type of engagement-driven, contextual learning, offering a few unique opportunities to elevate and enhance the research:

- **Built-in member engagement** – for intrinsic, consumer-driven motivation through multiple phases of a study

ABOUT IPSOS

At Ipsos we are passionately curious about people, markets, brands and society. With offices in 88 countries, we service over 5,000 clients globally and are dedicated to delivering information and analysis to inspire smarter business decisions and make our complex world easier and faster to navigate.

www.ipsos.com



- **Rich, visual, mobile-optimized tools** – for an intuitive, immersive experience from both the researcher’s & consumer’s perspective
- **Social environment** – collective discussion to better understand the potential impact of the social dynamic on a product launch or update

Of these benefits, establishing a strong foundation for engagement is key. We do this by applying the tenets of social media – sharing, discussing, connecting, etc. – to build an environment of trust and transparency. Furthermore, we work to define an intrinsic value proposition encouraging community members to engage in productive and constructive ways, beyond the opportunity for financial reward.

Simply put, we believe better engagement leads to better insights, opening the door to in-depth consumer understanding and discovery.

OUTCOME

Leveraging a community for the P&G product trial allowed us to tap into an active and engaged consumer base, which ultimately resulted in exceptionally high compliance and authentic feedback. After a 4-week trial that required members to submit selfies and answer in-depth usage questions, we learned that the new algorithm’s recommendations did indeed instill more confidence and higher purchase intent as compared to the old one. Our engagement-driven approach also resulted in an impressive 86% response rate, with over 150 total members completing the full process. On both counts, the results allowed our client to move forward with conviction.

To date, the Olay Skin Advisor has generated more than 2 million visits and continues to provide value to consumers through a truly personalized brand experience.

Shell Oil: Identifying Key Revenue Drivers in Customer Comment Data

INTENT



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Shell
FuelSave

FuelSave Unleaded

ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service repositioning
- Increase brand loyalty
- Increase sales

Methodologies:

- Text Analytics
- Data Services-Data Mining
- Modeling & Predictive Research-Forecasting
- Brand Research-Line / Franchise Extension

Client: Shell Oil (Jiffy Lube)

Client Industry:

Automotive, Automotive Aftermarket, Consumer Services, Consumers, Retail, Service Industries

CHALLENGE

Like many customer-focused businesses, Jiffy Lube International uses a Net Promoter® Score (NPS) based on a simple “likely to recommend” rating question in its customer satisfaction tracking. In addition to the NPS rating question, Jiffy Lube also asks its customers to explain their reasons for giving the rating.

“Jiffy Lube deployed OdinText to identify key drivers in the comment data from more than 100,000 recent Jiffy Lube customers...”

Unlike other text analytics software, the OdinText advanced analytics platform allows users to leverage not just text comments but any and all contextual structured (quantitative) data as well.

Jiffy Lube deployed OdinText to identify key drivers in the comment data from more than 100,000 recent Jiffy Lube customers that had significant impact on the NPS ratings those customers gave.

In addition to their annual customer satisfaction data, Jiffy Lube further integrated data from its CRM data base (including actual number of visits for each customer) as well as sales data (revenue by store).

That is when the shock came. While the survey metrics such as NPS, Overall Satisfaction, Ease of Use, etc., correlated highly with each other, there was no correlation to actual store visit behavior or sales! In other words, the analysis revealed no correlation between an individual’s NPS rating (stated loyalty) and their “number of previous visits” (an actual measure of customer loyalty).

In addition, the relationship between mean NPS rating per Jiffy Lube store and store revenue across approximately 1600 locations was also investigated. Once again, analysis

ABOUT ODINTEXT

The leader in Text Analytics for Marketing Research, OdinText is a patented SaaS (software-as-a-service) platform for natural language processing, text and mining. For more information or to request a demo, visit **Get The Job Done With OdinText!**

www.odintext.com

ODINTEXT



revealed absolutely no relationship between store NPS rating and store revenue. locations was also investigated. Once again, analysis revealed absolutely no relationship between store NPS rating and store revenue.

SOLUTION

Using key drivers discovered by OdinText in the customer comment analysis in conjunction with NPS ratings provided the link needed – a strong positive relationship with mean number of visits.

This finding suggested that while the NPS rating alone may not be sufficient to predict actual customer visit behavior or sales, looking at the NPS rating in combination with text provides a meaningful context in which the NPS rating can be used to understand visits and sales.

OdinText revealed 13 key drivers (verbatim concepts) that significantly predict Jiffy Lube store revenue – and the extent to which they do so. For instance, stores in which just 1% more

customers make comments related to “ease” generate approximately \$14,000 more revenue than stores in which this verbatim concept is mentioned less frequently. Conversely, verbatim concepts that predictably decrease store revenue were also identified.

OUTCOME

Whereas your NPS rating alone may not be a predictor of repeat purchase or revenue, when used in combination with text analytics it can become a powerful tool for an in-depth understanding of customers’ intentions, perceptions, and behavior. Text analytics can increase the value of your customer satisfaction program as well.

“As a result of these findings we are in the process of rethinking many elements of our customer satisfaction program. The insights delivered really are actionable and management now routinely asks us to ‘OdinText’ various issues.”

– Amy Raihill, Insights Manager,
Jiffy Lube International

How SkyTeam is Flying High in Terms of Customer Centricity



InSites Consulting
taking research forward



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ABOUT THIS CASE STUDY

Business issue:

- Defend brand position
- Increase brand loyalty
- Maintain existing customers

Methodologies:

- Customer Satisfaction Studies
- Customer Experience

Client: SkyTeam SkyPriority

Client Industry: Airlines

Project Year: 2016

CHALLENGE

As an association of twenty airlines, SkyTeam's mission is to create a seamless travel experience through operational excellence while maintaining a customer focus. This is particularly important for the SkyPriority offering, where the aim is to give high-value customers a consistent, premium experience. However, covering over 1,000 airports, SkyTeam faces the daunting task of creating and implementing such services across a group of disparate members with unique characteristics, cultures, languages and geographies.

SkyTeam sought to bridge the divide between themselves, their members and the end customer. To guarantee a consistent superior customer experience, they wanted to capture experiences from SkyPriority customers throughout all SkyPriority touchpoints.

SOLUTION

To become truly customer-centric, we onboarded a network of high value customers into a community that allows

real-time feedback across touchpoints via a proprietary mobile application. Using near-field-communication technology, feedback is prompted at relevant occasions (e.g. when customers enter an airport), allowing passengers to review each journey touchpoint (e.g. check-in, boarding...). Next to completing these short surveys, the broader narrative of their experience is captured through pictures and bottom-up comments, ensuring feedback is always embedded in real-life context.

Rather than the traditional feedback loop of days, weeks or months, all SkyPriority managers can access a customized online dashboard with real-time response data – survey figures, stories and photos – allowing them to continuously have a finger on the pulse. Back-end system triggers notify relevant stakeholders of critical incidents, allowing to address them immediately. By embedding these continuous feedback loops, SkyTeam moved from a 'push' to a 'pull' approach.



ABOUT INSITES CONSULTING

InSites Consulting is a new-generation agency. We empower people to shape the future of brands. Our core expertise is the Consumer Collaboration Square: online communities with state-of-the-art qualitative and quantitative capabilities for bottom-up listening, deep exploration as well as agile decision making.

www.insites-consulting.com



OUTCOME

6-months into the project we examined the impact of the program for customers and SkyPriority managers. Insight goals were overachieved with more than 34,000 audits performed by more than 8,000 SkyPriority members.

The key objective of the research program was to have an impact on customer experience. Customers should feel they are helping to build and improve the SkyPriority experience and that their feedback triggers actionability internally, without being disruptive to their premium experience.

Airline managers strongly supported the use of the program, with 8 out of 10 indicating the program allows them to better understand the needs of high-value customers, better envision the strategy and better execute their roles as SkyPriority managers. 95% said the program provides more relevant data and insights. We also found that users of the app gave significantly higher scores to measures of collaboration. Our research served as customer service

with a 9% increase in SkyPriority feeling. Participants felt they had an impact on the future of SkyPriority and that SkyTeam truly wanted to learn from their customers.

With the research program, which won the Silver ESOMAR Effectiveness Award, SkyTeam succeeded in changing the SkyPriority managers' hearts (establish a culture of customer-centricity), minds (better understand customer needs) and actions (fuel operational excellence). The program is now expanding in scope, adding 'lounges' as a touchpoint, as well as methodology, including additional qualitative discussion techniques to get an even better understanding of the context airlines are operating in.

Read the full case here:

www.insites-consulting.com/skypriority

Research Now & Carat Track Cross-Media Campaign Effectiveness for Three Power Brands

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ABOUT THIS CASE STUDY

Business issue:

- Increased Awareness

Methodologies:

- Advertising Research
- Advertising Awareness

Client: Carat

Client Industry: Media Industry

Project Year: 2017

CHALLENGE

Global media agency Carat, part of Dentsu Aegis Network, had been working with N Brown, a successful British digital retailer, for 20 years.

N Brown had historically spent predominantly on above the line media, and wanted to justify the impact their increasing digital budget was having on three brands – JD Williams, Simply Be, and Jacamo.

Needing to provide a holistic view of campaigns to their client, Carat worked with Research Now to accurately measure a cross-device, multimedia ad campaign to understand the true impact creative and messaging has on consumers' awareness and brand perception. Research Now was able to provide such insight from a single source through cross-device measurement, a methodology measuring each channel's impact on brand metrics in isolation, alongside other media channels throughout the campaign through real-time reporting.

SOLUTION

Employing Research Now's Adimension® Cross-Media measurement solution, which combines the benefits of persistent first-party cookies, Carat was able to capture ad exposure across each of the media channels, linking multiple ad exposures (online/offline) creating an 'exposed' group of individual respondents, alongside a matching baseline/control group. Using a custom-designed survey, they could assess campaign effectiveness, enabling the ability to compare uplift in brand KPIs for each media channel independently and in groups, providing attribution analysis.

This data was fed into a 'real-time' dashboard where, unlike traditional trackers, Carat could view weekly changes to brand metrics by each media type, frequency of exposure, creative & site.

OUTCOME

For JD Williams, combining TV, Press and Digital advertising led to a 5% uplift

ABOUT RESEARCH NOW

Research Now is the global leader in digital research data for better insights and business decisions. Founded in 1999, the company pioneered online data sampling and continues to provide world-class solutions through access to over 11 million deeply-profiled business professionals and consumers in more than 40 countries.

www.researchnow.com



in brand awareness. Of those aware, the proportion who have shopped with JD Williams is 9% higher. Press alone led to a 1% fall in perceptions that they sell a wide range of products but if press was combined with TV and/or digital, a 6% uplift was seen.

“The fast turnaround enabled them to use the results for immediate effect, influencing their subsequent cycle of planning decisions.”

For Simply Be, exposure to TV and digital increased brand awareness by 4%, while exposure to print and digital increased ad awareness by 10% and those who have shopped with Simply Be by 4%. Exposure to TV, print and digital increased

positive impression of the brand by 11% and led to a 10% increase in likelihood to shop.

For Jacamo, seeing TV and video advertising led to a 4% uplift in brand awareness.

N Brown now had a holistic view of their campaigns across all channels, helping to optimise their spend. The fast turnaround enabled them to use the results for immediate effect, influencing their subsequent cycle of planning decisions.

Pierre Hun, Head of Media for N Brown Group, says: *“We worked with Carat and Research Now to develop real-time, always-on brand tracking for our 3 power brands. We now track all our digital brand activity as well as traditional channels and are able to understand the true brand effect of combinations of different media. This means that we are now able to improve our business results to meet our brand objectives by selecting the media mix that we know optimises our awareness, consideration and purchase intent.”*

How Hershey Canada Turned Agile to Win TV Audiences with Twizzler

Zappi
Store



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ABOUT THIS CASE STUDY

Business issue:

- Gain new customers
- Increase sales, volume
- Increase market share

Methodologies:

- Advertising Research
- Advertising Effectiveness
- Content Analysis Research
- Media Research

Client: Hershey

Client Industry:

Candy / Confectionery

Project Year: 2017

CHALLENGE

Hershey Canada operates in a climate that requires the organization to lead with innovation and intelligent risk taking. When an opportunity arose to leverage existing OLV creative for TV, decision-making and implementation needed to happen quickly. The Consumer Insights team responded with agility. But there were challenges:

- The confectionery category in Canada is undergoing a range of changes from competition, distribution, and consumer perspectives that call for brands to adapt their **go-to-market strategies**
- This landscape has led Hershey to drive a **strategic repositioning** of one of the most well-known and entrenched brands in Canada, Twizzlers, to address the opportunity of a new consumer segment

The **Consumer Insights team**, seen as a knowledge hub within Hershey, was

a key part of the process to come up with a new strategic direction and was involved in all decisions throughout the journey. In terms of the creative development, they were engaged to give feedback in all stages (from concept to animatic).

Traditional research approaches would have required a two to three week turnaround for feedback on the creative - but the Marketing team required decision making in less than one week. Decisions within Hershey are consistently made based on ROI and insight learnings, so the Consumer Insights team themselves needed to step-in with a disruptive approach to honor the Hershey culture and provide clear guidance.

SOLUTION

Empowered by a culture that incites intelligent risk taking and challenges DIY approaches, as well as the status quo, the Insights Lead in Hershey Canada, Megan Harris, turned to Zappistore for a potential solution leveraging Zappi's agile solution portfolio.

ABOUT ZAPPSTORE

ZappiStore is the online technology company that is changing how brands learn about their customers. With AI and machine learning, ZappiStore delivers faster and cheaper insights by world-leading research partners, across the spectrum of advertising effectiveness and innovation. Founded in 2013, ZappiStore has 160 people in 6 offices globally.

www.zappistore.com



Tapping into the ZappiStore automation platform, the Hershey insights team was able to run a decoupled methodology with a turnaround in less than forty-eight hours. The methodology answered two critical questions:

1. Could the 30 second OLV be re-used to address the media plan opportunity on TV?
2. What creative changes would maximize its impact ?

The tools that were used to assess these questions were Kantar Millward Brown's LinkNow for TV, for norms and broader diagnostics, in addition to Zappi's Creative Test for Video, for scene-by-scene analysis. With these, the insights team had the feedback they required as to how the TV commercial (based on existing OLV) would perform versus industry norms, and how it was likely to perform among their target audience.

OUTCOME

Via Zappi's automation platform, the results were delivered in less than 48 hours. The Hershey Insights team put forward a set of actionable recommendations for the Twizzlers' OLV to marketing stakeholders.

- It was decided that the OLV could be re-used effectively
- Thanks to the agile approach enabled by Zappi, it was validated that the messaging was inline with the brand's strategic direction
- It was recommended to cut down the creative into two fifteen-second TV videos to maximize its ROI

Most importantly, this process opened-up a new agile way for Hershey to respond to the challenges of the macro ecosystem, enhancing their decision making with agile methods that leverage learning but do *not* compromise speed or budget efficiency.

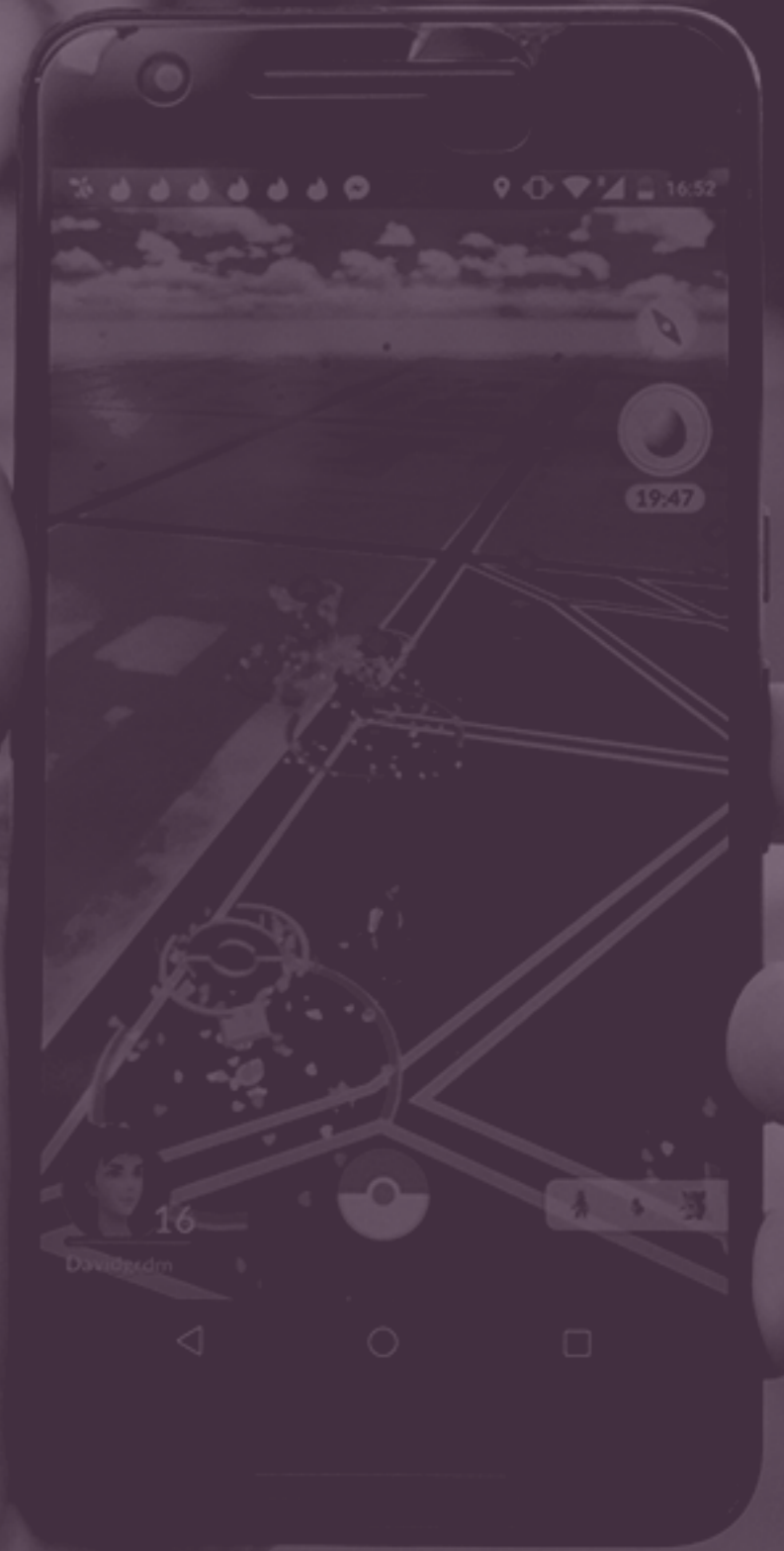
Game On: Explicit & Implicit Impact of Advertising in Mobile Games

LRW

Lieberman Research Worldwide



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ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service launch
- Gain new customers

Methodologies:

- Advertising Research
- Advertising Awareness

Client: Tremor Video

Client Industry:

Advertising Agencies

Project Year: 2017

CHALLENGE

Not too long ago, the standard way that people encountered ads was on television interspersed between segments of their favorite television show. However, that world is fast disappearing as fewer people watch live television. At the same time, the vast majority of adults play games on mobile devices, where, as part of this mobile gaming experience, they are exposed to ads. But, is mobile gaming a suitable platform for ads, in particular brand building ads? This is the question that our client, Tremor Video, needed to answer.

The challenge was that we could not simply rely on gamers' stated claims of ad effectiveness. This is because consumers are largely not attuned to how they are influenced by ads, have poor recall of their ad experiences, and/or are simply biased towards thinking unfavorably about ads. We needed to uncover gamers' less conscious and emotional reactions to ads near the actual time of exposure.

SOLUTION

We theorized that gaming leads to a highly energized state, a state that may enhance ad receptivity and impact. Drawing heavily on tools, techniques and thinking from our Pragmatic Brain Science Institute, we developed an approach that assessed implicit and explicit responses to the ad. Specifically, our solution was to gauge respondents' emotional and motivational states immediately after playing a mobile game during which they had been exposed to an ad.

“The challenge was that we could not simply rely on gamers' stated claims of ad effectiveness.”

Additionally, we measured less conscious perceptions of the ad using both a

ABOUT LRW

Lieberman Research Worldwide (LRW) is a full-service, custom market research consultancy known for its ability to turn insight into impact for its clients. LRW conducts research in over 80 countries around the globe, addressing a range of issues, including market segmentation, brand strategy, marketing effectiveness, customer experience and new product development.

www.LRWonline.com

LRW

Lieberman Research Worldwide



reaction-time based task and linguistic analysis of a pitch for the advertised product. To ensure we had an appropriate comparison, a separate group of respondents watched a television program, during which they were exposed to the same television ad, and answered the same questions.

OUTCOME

Results largely supported the hypotheses. First, and not surprisingly, gaming and television watching led to very different motivational and emotional states. Gamers were more likely to be energized whereas television watchers were more relaxed. These differences in mood states were key to differences in the impact of the ad. At an explicit level, gamers said they were more annoyed by the ad. And yet, at a less conscious level, gamers' perceptions of the ad were more positive than television watchers. Furthermore, linguistic analysis of gamers' product pitch revealed that gamers took away more information about the product from the ad.

This study provided clear evidence that mobile apps were a suitable platform for brand building ads. Being in an energized and engaged state, the dominant state when consumers are playing mobile game may lead consumers to more actively process the information in ads and thus greater ad impact.

“Gamers were more likely to be energized, whereas television watchers were more relaxed.”

In the new world where many consumers are turning away from viewing television in standard ways, this study provided clear evidence that mobile gaming was a suitable alternative for ad placement.

Kantar Millward Brown Helps Client Get Unstuck

KANTAR MILLWARD BROWN



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ABOUT THIS CASE STUDY

Client: Global Software Company

Client Industry:

Technology / Software

CHALLENGE

A global company expanded its product line to include its own specially designed hardware to run its well-known software. The client needed to understand how to best communicate emotionally compelling propositions while also educating consumers on their expanded product offering.

SOLUTION

To inspire the development of a new brand value proposition, Kantar Millward Brown – Firefly practice helped the client understand that their brand is the intersection of what their products are, and what their target audience needs, wants and desires.

Kantar Millward Brown approached this challenge through a 4-phased approach:

Phase 1 uncovered insight into an initial brand value proposition territory being considered through the use of VideoVoice.

Phase 2 gathered insight into consumers' needs, wants and desires

from the category through the use of our IdeaBlog methodology.

Phase 3 obtained unaided insight into perceptions of the products through hands-on experience sessions.

Phase 4 helped evolve insight areas arising from the previous three phases.

The first three phases focused on our proprietary Consumer Theater approach. While it was the most innovative part of this project, the combination of consumer-centric methods added to the creativity and engagement. Consumer Theater is a highly dynamic, theater-based session that taps into the power of improvisation to explore brand opportunities. Kantar Millward Brown has partnered with The Second City, the world-renowned leader in helping develop ideas through improvisation, to spark co-creation. The Second City performers created improvisational scenes building off consumer inputs around the territories we wanted to explore. Leveraging the power of improvisational thinking inspired

ABOUT KANTAR MILLWARD BROWN

Kantar Millward Brown is a leading global research agency specializing in advertising effectiveness, strategic communication, media & digital, and brand equity research. The company helps clients grow great brands through comprehensive research-based qualitative & quantitative solutions. Kantar Millward Brown operates in more than 55 countries and is part of WPP's Kantar group, one of the world's leading data, insight, and consultancy companies.

www.millwardbrown.com

KANTAR MILLWARD BROWN

new levels of engagement and creativity. Kantar Millward Brown - Firefly practice moderators continually debriefed consumer reactions to the improvisational scenes to explore which aspects of the ideas were resonating, and why.

“Consumers relate stories that are minor victories and major accomplishments with the same degree of passion.”

After the sessions with consumers, Kantar Millward Brown led a facilitated debrief with the client, agency, and key stakeholders. In this session, we “unpacked” the theater experience, mapping observations back to the creative territories. These observations,

in turn, became the guideposts for further development.

OUTCOME

Following the debrief session, four distinct brand values were developed, each expressed in the form of a written concept. This output is serving as “brief” to inspire possibilities for what the brand could mean for both internal and external audiences. The impact on the team’s engagement and focus has been tremendous. The client brand team now understands why the product exists in a consumer-grounded way, and the brand now has a clear path forward, leveraging the determined territory to better understand that consumers have no problem relating to the idea of achieving what others told them they couldn’t; consumers relate stories that are minor victories and major accomplishments with the same degree of passion; and consumers are excited to become the best version of themselves.

How Quality, Human Answers are Powering Transformative Brand Tracking Intelligence

LUCID



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Build brand equity
- Increase awareness
- Increase brand loyalty

Methodologies:

- Online Surveys

Client: Morning Consult

Client Industry: Technology

Project Year: 2017

CHALLENGE

Driving successful decision-making requires data (aka “intelligence”) that can be trusted and provides context and competitive comparisons for users.

Brand managers and executives have been searching for data that shows what their customers actually think about their brand and competitors. The sheer scale of achieving this has been the challenge – but one that has now been met by Lucid, for our partner, Morning Consult.

Morning Consult, a leading survey research and media company, wanted to create an unrivaled brand tracking technology that could be used by marketing, communications, and media executives to answer questions that delivered insight into:

- Brand Favorability
- Brand Buzz
- Purchasing Intent

...all while benchmarking specific brands against their industry averages.

Simply speaking, they wanted to track the actual, real-time position of the world’s biggest brands, and in doing so create a holistic brand management platform that implemented their model of fast, powerful insights.

Scale and speed were two of the fundamental requirements in making this holistic brand view possible. Morning Consult needed to deliver 200+ interviews per day, per brand, for more than 1,000 of the world’s top brands. To do this day-in-day-out, Morning Consult partnered with Lucid to leveraged the full power of the Fulcrum platform.

SOLUTION

As the largest programmatic marketplace for sample, Morning Consult knew that Lucid could ensure a pipeline of real, quality human answers. Lucid’s Fulcrum platform enables Morning Consult to ask daily brand reputation questions to more than 60,000 respondents per brand. Fulcrum’s management platform also allows

ABOUT LUCID

Lucid makes the unknown known. Its global consumer insights platform delivers market research sample and powers ultimate cross-media measurement software. Real answers from real people in real time. Lucid is headquartered in New Orleans with offices in New York, London and New Delhi.

www.lucid.id

LUCID



Morning Consult to track and stratify the survey sample across key demographic and geographic targets.

“They wanted to track the actual, real-time position of the world’s biggest brands, and in doing so create a holistic brand management platform that implemented their model of fast, powerful insights.”

This allows Morning Consult to provide executives with a clear understanding of how their brands perform state-by-state and DMA-by-DMA.

OUTCOME

Today, Lucid enables the Morning Consult Brand Intelligence clients to quickly make key strategic decisions to improve their brands, develop strategy, and respond to a crisis. These managers can visualize their competitive standing, see their current positioning and align strategic initiatives with accurate data – all on one screen. Lucid’s technology is a key ingredient in this powerful infrastructure.

This partnership with Lucid has allowed Morning Consult to build the most robust brand reputation measurement tool.

“Lucid’s technology has helped Morning Consult become a leader in the survey research and brand management field. Their programmatic capabilities allow us to scale further and faster,” said Michael Ramlet, Morning Consult Co-Founder & CEO.

Using itracks Video Chat to Further Understand Consumer Segments

itracks



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service launch
- Develop, revitalise market

Methodologies:

- Online Focus Groups

Client: Anki and Chadwick Martin Bailey

Client Industry: Electronics, High Technology, Technology, Toys /Games

Project Year: 2017

CHALLENGE

Anki, a robotics and artificial intelligence firm dedicated to bringing consumer robotics into everyday life, sought to identify high potential target consumer segments and develop meaningful and actionable strategies for the future of two products, Cozmo and Overdrive. Anki partnered with Chadwick Martin Bailey (CMB) to develop a multi-phased research initiative to help them measure and leverage consumer feedback to develop and guide their marketing strategy and long-term product roadmap. The first phase of the study involved a quantitative portion that helped identify target consumer segments. Then to get a deeper understanding of who the people in each segment are, CMB and Anki conducted a follow up qualitative portion.

SOLUTION

To interview a variety of participants across the US in a timely and cost-effective way, CMB conducted in-depth video interviews using the

online qualitative research software provider, itracks. itracks software enabled Anki stakeholders to watch interviews in real-time and see the participants' faces from the virtual backroom, which preserved the authenticity of witnessing interviews "first hand". The itracks software made it possible to reach participants in various age groups and locations across the country in a way that was both convenient and affordable. Additionally, participants were able to choose their interview time within the online software, which helped reduce project management time while increasing participant show rates. itracks provided technical checks with participants in advance of the sessions to ensure webcams and internet connections were working well.

Kelsey Segaloff, Qualitative Associate Researcher at CMB expresses, *"I enjoyed partnering with itracks because of the individuals we worked with. They went above and beyond to make sure we had the support we needed in order to execute the project seamlessly. From helping train our*

ABOUT ITRACKS

itracks is a world-leading expert in online and mobile qualitative market research software and services. Our full suite of innovative qualitative software products are easy to use and come equipped with a wide range of multimedia capabilities for mobile and online discussion boards and real-time telephone, text and video focus groups.

www.itracks.com



moderators to quickly troubleshooting any issues we had, the itracks team made themselves readily available. The collaboration made a huge difference on the backend and I consider them a trusted research partner.”

Phase 1 of the qualitative study asked participants to submit brief five-minute videos of themselves describing their interests and their mobile gaming activities. Next, prior to Phase 2, participants were asked to interact with their Cozmo and Overdrive sets.

In Phase 2, researchers used itracks Video Chat to conduct one hour, in-depth follow-up interviews. During these sessions, participants were asked about their favorite Cozmo and Overdrive features, as well as in-depth questions about themselves (e.g. how much would they be willing to spend on Anki products, their history with mobile games) to help further contextualize the Anki consumer profiles.

OUTCOME

itracks qualitative software helped CMB and Anki achieve their two-pronged goal

of gaining a deeper understanding of who their target segments are and what product (Cozmo and Overdrive) features best resonate with users. The segment profiles will help inform Anki’s future marketing decisions, advertising campaigns, product roadmaps and more. itracks Video Chat was instrumental in helping researchers gather a vast amount of quality data from participants, while interacting in an environment that was the most comfortable and convenient for respondents in a time sensitive and cost-effective manner. “At Anki, we view the CMB and itracks teams as true partners—they helped us develop and bring to life a comprehensive segmentation for our two core products, Cozmo and Overdrive. CMB’s segmentation produced deep insights and the itracks team helped us tell the story through their video interview software. This collaborative, multi-method approach gave us a holistic picture of who our consumer segments are, helped us develop guiderails for our product roadmaps, and are informing our future marketing strategies.”

– Jeff Resnick, Senior Director of
Global Consumer Insights, Anki, Inc.

JUST EAT Optimizes Advertising Through Quick Concept Testing

TolunaTM
In touch with people



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Global, multinational branding

Methodologies:

- Advertising Research
- Advertising Effectiveness

Client: JUST EAT

Client Industry:

Restaurants / Food Service

Project Year: 2017

CHALLENGE

JUST EAT is proud to be the world's leading marketplace for online food delivery ordering. Launching in 2001, JUST EAT now operates in thirteen markets worldwide, and aspires to revolutionize the way people order and enjoy food through the world's greatest food community.

“They needed to test their concepts quickly to ensure they got the most value out of their advertising dollars.”

JUST EAT came to Toluna looking to conduct advertising testing amongst a target audience in Spain, but they needed results faster than typically possible through traditional concept testing methodologies. The window of time between advertising creation and

launch was small, and they needed to test their concepts quickly to ensure they got the most value out of their advertising dollars.

SOLUTION

Toluna is constantly seeking new ways to speed time-to-insight by investing in automation and new technology. PowerConcept is Toluna's fully automated, real-time concept testing tool accessible on the Toluna QuickSurveys™ platform. This platform enables marketers to test and understand the overall strength of branding, product or advertising concepts in days instead of weeks, at a fraction of the cost.

JUST EAT believed in the approach offered by Toluna's PowerConcept, and decided to test their advertisements on the platform. Their goal was to test the effectiveness of the campaigns to make a well-informed decision on which specific advertisement was preferred by their target consumers, as well as the key benefits they should address overall in their marketing campaigns.

ABOUT TOLUNA

Toluna is a leading provider of real-time consumer insights and empowers companies to make clearer business decisions by bringing brands and people together via the world's largest social voting community of millions and streamlined research platform.

www.toluna-group.com



OUTCOME

JUST EAT leveraged the strength of PowerConcept to test two different TV advertisements that were scheduled to run on Spanish television.

“JUST EAT could be confident their advertising budget was being spent on an effective campaign that would resonate with their target audience.”

The project setup was quick and easy and took minutes to launch through the intuitive wizard which automatically adds your concepts and builds the survey using methodology powered by Harris

Interactive. After launch, JUST EAT was able to obtain results in a matter of days – 10 times faster than traditional methods – and was able to instantly begin to analyze the results. The C-level Infoboard presented diagnostic and actionable insights instantly, highlighting the points the JUST EAT marketing team needed to begin to take action.

In the end, there was a clear winner amongst the tested advertisements, and JUST EAT could be confident their advertising budget was being spent on an effective campaign that would resonate with their target audience.

They were also able to identify which key benefits were most important to that audience, which helped them to shape additional marketing campaigns as well.

Facebook Tests Cross-Platform Performance of Mobile-First Videos

MACROMILL 



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Build brand equity
- Maintain existing customers

Methodologies:

- Mobile Surveys
- Digital Media
- Copy Testing
- Advertising Research

Client: Facebook

Client Industry: Digital Media

Project Year: 2017

CHALLENGE

Digital-native consumers today are constantly stimulated by ads on smaller handheld screens where only ads that are personal, relevant and cater to their shorter attention spans have any impact on their consumer behavior.

To thrive in such a crowded digital ad environment, Facebook, the global SNS giant, reached out to MetrixLab, one of the Macromill Group companies headquartered in the Netherlands, to conduct an analysis of 68 FMCG video campaigns in EMEA in 2016. The analysis was aimed at uncovering key creative attributes that positively influence mobile video ad performance on Facebook. Building on the learnings from this study, Facebook again approached MetrixLab to implement further research to explore whether the same video could be used effectively on both Facebook and Instagram, to provide creative guidance for campaigns using both platforms simultaneously.

SOLUTION

To test this out, MetrixLab analyzed 80

video ads on Facebook and Instagram from 11 categories in the UK, with half of them categorized as “feed-proof videos” – those meeting the following MetrixLab video creative standards developed as a result of the 2016 EMEA study:

- incorporating brand identity within the first 3 seconds
- showing the brand for at least half of the video duration
- effective without sound
- featuring the core message at the beginning

The remaining half were categorized as “non-optimized” videos that did not meet these standards.

MetrixLab used a performance grid that plots video performance to evaluate 80 ads in two dimensions of “Breakthrough”, Metrix Lab’s assessment of an ad’s ability to generate stopping power and be recalled, and “Response”, an ability to generate an emotional response or drive consumer action.

ABOUT MACROMILL

Macromill Group is a rapidly-growing global market research and digital marketing solutions provider headquartered in Tokyo and Rotterdam. We bring together the collective power of our group companies to provide innovative data and insights that drive clients' smarter decisions. Macromill serves some 3800 brands in more than 90 countries.

www.macromill.com/global/

MACROMILL 

All ads were manually coded across over twenty variables and each video was tested among a consumer audience using MetrixLab's digital video copy testing approach. All surveys were completed on a mobile device with testing carried out in the Facebook environment and then in the Instagram environment. For each ad test, a scorecard was developed showing performance vs. benchmarks.

The results showed that feed-proofed videos on both Facebook and Instagram performed 1.2 times to 2.2 times better than non-optimized videos in terms of ad recognition, message recall, average view time and completed views. This confirmed that MetrixLab's feed-proofing guidelines derived from the previous study are not limited to Facebook but are best-practice guidelines that work also for Instagram.

OUTCOME

Facebook were able to demonstrate that the advertisers can expect their feed-proof video to work equally in both feeds with consistent outcomes, but platform

still matters. Great news from this research is that an advertiser whose primary goal on Facebook is cost efficiency can – and should – extend their campaign Instagram within a campaign using Facebook's Placement Optimisation tool.

“...advertisers can expect their feed-proof video to work equally in both feeds with consistent outcomes...”

In addition, extending a Facebook campaign to include Instagram can help increase the size of a campaign's available audience by allowing it to reach people across two of today's most important mobile platforms. Advertisers may also benefit from a lower CPM while keeping a consistent level of return, which could ultimately increase their return on ad spend, or campaign efficiency.

How Werkspot Uses Cint to Approach New Markets with Effective Data-Driven Brand Awareness Campaigns

Cint



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Increased Awareness
- Brand / product / service launch

Methodologies:

- Advertising Research
- Advertising Effectiveness

Client: Werkspot

Client Industry:

Online platform, directory of home improvement providers

Project Year: 2017

CHALLENGE

Werkspot.nl is a Dutch online platform that connects homeowners in need of home improvements, to service professionals that can get the job done.

After consumers post their job needs (anything from a small fix in the kitchen to full home renovations), service professionals who are interested can reach back with their proposals and answer any possible question from the users. Then it's up to the users to compare professionals, check their customer reviews and decide who they want to hire for the job.

Werkspot launched its international label, Instapro.it, in Italy in 2015.

Werkspot wanted to boost their company awareness in the Italian territory with relevant PR campaigns but needed help in understanding what were the home-improvement trends among homeowners in Italy.

This is when they approached Cint to set up what they call a "trend-barometer".

SOLUTION

Access by Cint was the perfect tool for the job, giving Werkspot the opportunity to reach 757,000 consumers in Italy alone with precise and recurrent survey targeting across a period of six months.

Each survey ran for about a week, targeting home owners aged between 30 and 65 spread across the whole country.

“They approached Cint to set up what they call a ‘trend-barometer.’”

Access by Cint is a survey targeting tool (SaaS) that allows users to target and field to/interview 40 million consumers worldwide, all while getting your project's feasibility and costs in real time thanks to our advanced algorithms. With Access by Cint, you can also target and create/manage any type of quotas, such as: region, income, type of education, age of children, car brands, and more.

ABOUT CINT

Cint is a software company developing technology to innovate the way insights are gathered. Cint specializes in SaaS & API solutions offering efficient, user-friendly tools to access online consumer panels, as well as panel management software. Cint's Insight Exchange is a fully transparent marketplace with reach to +40m consumers in 80+ countries.

www.cint.com

Cint



OUTCOME

Werkspot received regular datasets from Cint that were used to get an overview of trends in the home improvement market in Italy. Werkspot was finally able to answer questions like: how much money do Italians spend on home improvement, which type of home improvement is most popular, etc.

“Werkspot was finally able to answer questions like: ‘How much money do Italians spend on home improvement?’”

Additionally, each survey also had questions built around a specific theme (such as, postponing jobs in the house and how this could affect people's relationships), so that they could use these answers to create a selection of thematic press

releases that were then distributed to journalists and bloggers to create awareness around the Italian Instapro platform.

“Cint’s ‘Trend barometer’ research data is one of the pillars of our PR strategy. We have used it as a basis to create press releases, organise media events for journalists, create infographics, and more – all of which help our goal to become the go-to authority within the home improvement world. The resulting PR content generated from Cint’s data has been published all across the Italian TV, newspapers, lifestyle magazines and online media and has been vital to our brand building in the region.”

– Elize Brolsma, International
PR & Communication Specialist

Connecting the Data to Uncover the Best Countries in the World

LiGHTSPEED



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Uncovering the best countries in the world
- Collecting accurate data country-by-country

Methodologies:

- Lightspeed data drawn from extensive panel of global citizens
- Lightspeed's QuestionArts Survey Design
- Lightspeed's Honesty Detector

Client: BAV Consulting, for The Wharton School of the University of Pennsylvania and *U.S. News & World Report*

Client Industry: Advertising & Media

Project Year: 2015 to-date

CHALLENGE

What makes a country great? Education? Economic strength? Political system? What makes a country the best?

Finding the best country in the world would mean collecting moments and connecting many different voices and cultures in an authentic way. For an inaugural study released in 2016, WPP's brand strategy firm BAV Consulting turned to **Lightspeed** as the exclusive data partner for the project.

An extensive global panel was needed for U.S. News & World Report's 2016 Best Countries rankings. The study and model used to score and rank countries was developed by BAV Consulting and The Wharton School of the University of Pennsylvania in consultation with U.S. News & World Report. An understanding of how to build representative samples for different parts of the world, in the correct language and suitable for the respondent's device of choice would be critical to the project's success.

SOLUTION

Insights are only as good as the data collected, and for a robust global study this means connecting the dots along the way. It's about composing the questions, considering cultural nuances, understanding how best to reach people globally and meet them on the device/medium of choice to ensure thoughtful, accurate responses.

Collecting moments and connecting voices from around the world means bringing the individual into the conversation. Before even going into field for the inaugural 2016 study, Lightspeed's award-winning Vice President of Innovation, Jon Puleston, consulted on the survey design. Understanding panelists as people, no matter where they sit, is critical to a project of this scope's success. Lightspeed sourced and surveyed a total of 16,248 global citizens from 36 countries in four regions - the Americas, Asia, Europe, the Middle East and Africa. Lightspeed was able to ensure another dimension of success through the use of its patented

ABOUT LIGHTSPEED

Quality-seeking researchers, marketers and brands choose Lightspeed as their trusted global partner for digital data collection. Lightspeed's innovative technology, proven sampling methodologies and operational excellence facilitate a deep understanding of consumer opinions and behavior. They empower clients by capturing actionable data that illuminates issues.

www.lightspeedresearch.com

LIGHTSPEED



Honesty Detector solution in countries where it's available. Understanding patterns in data by country, and filtering through 'noisy data' to identify relevant information would be critical to the project's success.

Of the respondents in the initial study, 8,092 were informed elites and 4,513 were business decision-makers. Some respondents were considered both informed elites and business decision-makers. The remaining 6,381 respondents were gen-pop.

“Filtering through ‘noisy data’ to identify relevant information would be critical to the project’s success.”

OUTCOME

The **Best Countries website** was launched in 2016 to highlight the findings.

The study was repeated in 2017, **this time with Lightspeed surveying a total of 21,372 individuals in 36 countries**, measuring 75 dimensions that have the potential to drive trade, travel and investment and directly affect national economies. The findings were released in **U.S. News & World report** in March 2017, and the client generated significant top-tier media coverage including a feature article in the **New York Times** on the report's launch date (March 7, 2017).

The significance of the study goes well beyond its visibility and media coverage. “How a nation is perceived outside its borders is critical to its success,” said **Sir Martin Sorrell, WPP's Chief Executive Officer**. “Smart, thoughtful and responsible administrations pay attention to image and reputation, because a better image contributes towards more foreign direct investment, more tourism and a ‘made-in’ or ‘created-in’ premium.”

The partnership and study continues to grow; Lightspeed recently went into field for the 2018 study which promises to be the biggest and best yet.

Math & Magic: How to Amplify Research Storytelling with Video



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Defend brand position
- Global multinational branding

Methodologies:

- Video research software
- Video analytics & editing software

Client: Blind

Client Industry:

Global, multinational brand in the media industry

Project Year: 2017

CHALLENGE

Storytelling – the art of using words and actions to reveal elements of the story and encourage the listener’s imagination – has become a central component in the market researcher’s toolkit. Consequently, one of North America’s leading digital media companies recognized that in today’s data-heavy world, concise and artful storytelling helps decision makers in their businesses. Stories drive customer-centric decisions by showing stakeholders the people behind the data.

As masters of media and technology, they already understood the power of video and its impact as a storyteller, but had also experienced the challenges of working with this medium for research. In the past, numerous projects delivered access to only a handful of respondents while taking large amounts of time to record, analyze and edit the content. The barriers to video made it difficult to efficiently deliver compelling consumer stories for research hungry, time-pressured executives.

SOLUTION

Partnering with Voxpopme, the world’s leading end-to-end video insight platform gave this digital content powerhouse an opportunity to operationalize video in research. Voxpopme enabled them to integrate video open-ends into new and existing surveys while leveraging the platform’s powerful video analytics and editing tools to analyze and share custom showreels very quickly. And with an audience of over a billion consumers across multiple brands, there is certainly no shortage of stories that need to be heard.

“Storytelling techniques for research have always lent themselves to video, but typically it’s been a time-consuming, cumbersome medium,” says the Director of Consumer Insights at the company. *“Working with Voxpopme makes video an efficient solution that enriches feedback by adding context to ratings and provides us with more data, more stories and more value.”*

ABOUT VOXPOPME

Voxpopme is the world's #1 video insight platform. We help global brands and agencies see the people behind the data to drive real customer-centric decisions. Our unique technology lets you capture customer videos at speed, analyze at scale and share with ease. So, every data point you use to make decisions can be backed up by real human stories.

site.voxpopme.com



OUTCOME

Video open-ends delivered over 5-times more information than traditional text responses. Ultimately, video proved to be a powerful medium for research storytelling, helping the consumer insight team to share consumers' stories and ultimately drive deeper understanding and research engagement among key stakeholders.

“Voxpopme’s technology solved many of the historical challenges of working with video...”

Voxpopme’s technology solved many of the historical challenges of working with video, making it easier than ever for researchers of different disciplines to embrace video in digital storytelling. Several Research Managers were included in the test – meticulously tracking the

time spent to create a 3-minute sizzle reel using the Voxpopme platform and comparing that to traditional processes (notes, followed by several sessions with video editing software). The results were dramatic. Analysis and showreel creation, which once took a week or more, were completed in just a day or two.

Not only this, a company well versed in technology learned how quickly and easily they can implement and operationalize video to make it an accessible research solution for any future study – essentially giving the research team access to real human stories whenever they need them to enrich storytelling in the business.

Enabling Better Business Decisions Through Real-Time Conversations

Discuss. | 



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Methodologies:

- Live video research platform

Client Industry:

Telecommunications, Consumer Healthcare, Beverage & Snack

Project Year: 2017

In the race for “customer obsession,” effective tools for consumer engagement are an imperative. Traditional methodologies for consumer engagement have become too time consuming, expensive, and too often locked in the silo of market research. Multinational brands are looking for partners and tools that are scalable, affordable alternatives. The reason? The need to make better, more time-sensitive business decisions based on real-time, global, consumer connections.

Discuss.io’s platform utilizes live video technology that is increasingly familiar and unobtrusive to consumers, who use apps like FaceTime and Skype in their daily lives. Conversations, therefore, come naturally and consumers share more authentically.

Clients are taking advantage of the platform’s best-in-breed capabilities to capture and store, interrogate, and replay video-based insights, distilled from conversations across a universe of global consumers. Below are some examples of how they use the technology for better business decision making,

REDEFINING STAKEHOLDERS

One Telecommunications client is redefining who has direct contact with consumers. Insights teams lead, deploying the Discuss.io platform to engage in real-time conversations with consumers. Then, in waves, the Insights Team is inviting stakeholders across the enterprise in Marketing, Logistics, Packaging, and even Invoicing, to engage as well. Result? Game-changing conversations with consumers that are informing innovations at every touchpoint.

UNDERSTANDING WHAT MATTERS MOST

One client in Consumer Healthcare has realized the impact conversations can have on innovation in communications and product development. While watching moms interact with babies during play, via Discuss.io’s live video platform, intimate nuances have been unlocked regarding what it means to “protect” while encouraging developmental independence. Understanding these observations has helped launch products,

ABOUT DISCUSS.IO

Discuss.io enables brands to make better business decisions by engaging directly with consumers around the world through real-time conversations over live video. Better understanding of consumers encourages better real-time decisions, leading to reduced time-to-market, successful products, and more effective marketing.

www.discuss.io



packaging, and marketing campaigns addressing the resulting insights.

GLOBAL CONVERSATIONS WITH A REGIONAL FLAVOR

Meeting a corporate mandate to drive engagement with consumers, a Global Beverage and Snack company needed to find new ways to connect with consumers to develop a more three-dimensional understanding on a person-to-person level across global operations. Introduction to Discuss.io through joint venture partner, Unilever, was enough endorsement to prompt them to explore Discuss.io if there could be similar value to their family of brands, especially in light of their corporate imperative.

Putting a regional flavor on the rollout of the program, team leads in various units/regions have used Discuss.io's technology to have conversations that would complement their quantitative and "big data" efforts. This has enabled an even fuller, nuanced picture of their consumers. What they thought they knew about their consumer,

who had been previously segmented by characteristics of buying and consuming habits, was proving only part of the full story. Discuss.io enabled them to augment and refine assumptions about the "whole consumer," uncovering the insights towards which the brand's promises and product innovations could be guided.

No matter how much they individualize their programs, globally these business leaders have a consistent platform, enabling qualitative data storage and analysis, addressing the corporate imperative: form a connection with consumers that can be leveraged for decision-making, across stakeholders in the global enterprise.

Increasingly, brands are choosing Discuss.io's live video platform to enable real-time conversations with their consumers. Similar to those of the examples we have described here, these companies are realizing the quantifiable benefits of consumer engagement in cost savings, decreased time-to-market, and more effective business decision-making across stakeholders in the enterprise.

Developing an Omnichannel Consumer Decision Journey Strategy



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Client: Pet Food Company

Client Industry:

Pet Owners / Food / Supplies

Project Year: 2015

CHALLENGE

A pet food company wanted to **develop and implement an omnichannel strategy**. The client's internal teams – including e-commerce, brick-and-mortar, brand, and marketing were struggling to develop a cohesive strategy to guide each function/channel. The client team needed foundational consumer decision journey research to better understand the shopping journeys for individual channels and the interactions among the channels.

SOLUTION

SKIM recommended a three-pronged strategy using our Habitual Journey Framework, multi-faceted research design and customized socialization and insights activation workshops. This strategy would help the client team navigate through multiple channels of consumer decision journeys to develop strategy and use a structured alignment and socialization framework for cross-functional stakeholder interaction and insights activation. The strategy described:

Apply an industry-specific Journey Framework. The most important decision for any consumer decision journey research is choosing the right framework rather than any specific research methodology. SKIM applied and customized our Habitual Journey Framework for the pet food industry. This framework allowed the client to differentiate distinctive touchpoints and content needs in a routine and habitual journey from a switching (disrupted) journey.

Develop an integrated Research Design. SKIM's research design included research audit and trend analysis, workshops, observational deep-learning, quantitative research and digital behavioral data integration. This multi-faceted design allowed the core client team to develop granular insights that are specific for each product category, channel, key retailers and strategic consumer segments.

Create a collaborative Insights Socialization and Activation plan. Getting journey insights right is critical but insights are only the tip of the iceberg

ABOUT SKIM

SKIM is a global consumer decision behavior agency with offices in Europe, the US, Latin America, and Asia. We focus on decision behavior in five areas: Consumer Decision Journey Mapping, Pricing & Portfolio Management, Communications, Product Development & Innovation, and Brand Engagement & Consumer Segmentation.

www.skimgroup.com



to achieve tangible business impact. An effective activation requires a collaborative mindset and careful planning to navigate internal silos and convert insights into actions. SKIM worked closely with the core client team to embed a highly collaborative socialization and activation process.

Internal & external alignment.

Making insights actionable and accepted starts with explicit up-front alignment with account teams, shopper marketing, category management, eCommerce teams and external retail partners. Pre-research workshops and stakeholder interviews were conducted. We built in multiple alignment points throughout.

Socialization and synthesis.

Journey research takes time. To keep stakeholders engaged, and create ongoing alignment with the core cross-functional team, SKIM designed a number of interim workshops to deliver insights by stage. Foundational journey research comes with a large amount of data. An effective delivery requires stakeholder-specific synthesis.

Interactive dashboard with data visualization. Internal teams will inevitably have ongoing needs to slice and dice the data in new ways. To free up the core team from creating custom reports for these requests, SKIM provided an interactive dashboard to enable an efficient way to continuously leverage this research.

Customer-centric and category-level focus. To equip account and shopper marketing teams with insights to engage key customers (retailers), SKIM customized retailer-specific reports and focused on the category level insights with retailers' needs in mind to facilitate manufacturer-retailer collaboration.

OUTCOME

SKIM provided the client teams with insights to develop omnichannel strategies at two levels. First, we recommended specific actions on how to cohesively optimize presence in all channels while growing e-commerce. Second, we developed retailer stories to inform retail-specific strategies to strengthen partnerships.

How Nestlé Used Agile Research to Achieve a Higher Concept Success Rate

GutCheck[®]  SM



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service launch

Methodologies:

- Advertising Research- Copy Testing - Television
- Product Research: Concept Development, Concept Optimization, Product Development
- Product Testing: Concept Testing
- Ethnography / Observational Research

Client: Nestlé

Client Industry: Packaged Goods

Project Year: 2016

CHALLENGE

New product development requires flexible decision-making and quick pivoting. To meet these challenges, product teams have to constantly innovate on the way they think about and approach research.

When Nestlé's product team began brainstorming new prepared meal ideas, they identified an area to focus on: getting consumers more involved in the cooking process.

Nestlé needed to approach the research phase in a way that:

- Captured consumer insights around various meal ideas early on in the product development process
- Allowed for fast pivots away from bad ideas so they could spend time and resources on stronger opportunities

SOLUTION

Traditionally Nestlé's Innovation team follows a stage-gate process where research is infrequent and completed

with fully developed stimuli. But for this initiative, the team decided to use agile research to get a quick quantitative read first on some simple ideas, and then do a qualitative deep-dive on the winning ideas before validation with fully developed concepts.

The GutCheck and Nestlé teams conducted four phases of research together to identify the best meal concept(s) and the accompanying creative strategy.

Phase 1: The research team paired quantitative and qualitative research, starting with an online quantitative Concept Prioritizer™ for 30+ meal ideas and identified the best performing based on key metrics including appeal, uniqueness, fit with brand, and value for the price.

With the winning subset of five ideas, the team used an online qualitative Concept Refiner™ to understand consumers' likes and dislikes, appeal, personal relevance, and purchase intent.

Phase 2: The GutCheck team conducted an online ethnography via an

ABOUT GUTCHECK

We pioneered agile market research to provide clients with actionable answers and confidence at the speed of their business. Our team of full-service agile research experts leverages our online qualitative and quantitative platform to help clients think smarter and act faster.

www.gutcheckit.com



Exploratory Research Group™ to help the Nestlé team understand why the one-pot concepts weren't connecting with consumers in phase 1. They wanted to understand consumers' likes and dislikes about current one-pot meal products in the market, identifying pain points to address and selling points in the category. This led to a pivot away from one-pot meals to slow cooking.

Phase 3: Using a Concept Enhancer™, the teams gained a better understanding around consumer language by listening to consumers describe the conveniences and challenges of slow cooking to help Nestlé know how to enhance the functional and emotional benefits.

Phase 4: Nestlé worked with another vendor for phase four, where they used a quantitative methodology for concept validation.

Phase 5: A quantitative survey was conducted via GutCheck's Creative Prioritizer™ before product launch to compare four storyboards based on key metrics like purchase intent, enjoyment, engagement, and clarity, as well as open-end analytics.

The team identified two storyboards to refine prior to validation testing.

OUTCOME

Nestlé's product team launched Slow Cooker Meal Starters following a wealth of consumer insights and pivoting away from weaker ideas during development. Here's what they learned:

- Incorporating consumer feedback early and often guaranteed purposeful iterations and gave the Nestlé team greater confidence going into validation.
- Getting feedback in the consumer's language was critical for connecting with the consumer.
- The team found they didn't need to rely on large research studies/sample sizes to reach and learn from their consumers.
- Having a strategic partner who could stay flexible, adaptive, and responsive during all phases of new product development was invaluable.

AYTM Automation Makes Research 3x Cheaper & 12x Faster



ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service repositioning

Methodologies:

- Emotional Measurement
- Online Surveys - DIY Surveys

Client: Origin CBI at Hill Holliday

Client Industry:

Advertising Agencies

Project Year: 2016

CHALLENGE

Origin Consumer and Brand Insights (www.origincbi.com) is a consumer behavior, data science, and technology company that offers custom solutions to clients' marketing challenges.

Origin's mission is to provide business advantages through applied psychological and data sciences. One of the ways Origin uses applied psychological sciences is through its proprietary consumer motivation profiling tool.

Origin wanted to determine the primary motivation profile associated with consumers of car brands. *"Knowing the motivation profile for each car brand could give Origin's clients a competitive edge,"* says Senior Manager of Research Dr. Kenneth Faro, Ph.D. *"For example, Porsche might be purchased for identity motives, while Toyota might be purchased for safety motives. That insight affects how you might message to potential new customers of each brand."*

While Origin's consumer motivation profiling tool provided unique insights

into their clients' problems, the team had two questions:

1. Can data collection be faster so the team could spend more time developing the practical implications of their insights?
2. Can data collection be cheaper so that those savings could be passed on to their clients?

SOLUTION

The Origin team determined they would need to automate their proprietary tool, and turned to AYT™ for their automated options.

Origin decided to run their consumer motivation profiling tool with AYT™'s Advanced MaxDiff, a drag-and-drop research experiment in AYT™'s survey editor. *"This way,"* says Faro, *"Origin's specialty in consumer behavior was paired with AYT™'s specialty in method automation."* The platform presents MaxDiff to respondents as an adaptive progression of question modules, with four items to rank per module.

ABOUT AYTM

AYTM is a best-in-class market research technology platform that delivers critical insights fast. AYTM's automation solution allows researchers, marketers and analysts to run a full range of quantitative and qualitative research via the ease of a do-it-yourself platform.

AYTM's proprietary panels provide unparalleled levels of trust, quality and speed with access to over 25 million consumers globally.

www.aytm.com



Origin fielded the survey to 1,000 Americans, census balanced for gender and age, to AYTM's proprietary panel PaidViewpoint – voted the #1 U.S. survey panel on the SurveyPolice website.

“Origin’s specialty in consumer behavior was paired with AYTM’s specialty in method automation.”

OUTCOME

In other methods using classic MaxDiff experiments, the experimental design and analysis of MaxDiff often requires 8-15 people, and can take 3-5 weeks. By contrast, AYTM's automated Advanced MaxDiff typically requires 1-2 people (to create the list of items to test, paste the list into the experiment on the research platform, then launch), and this

automated version usually completes within 4-48 hours for a gen pop study. Origin's automated MaxDiff study required only one person to program, and finished fielding within ten hours.

According to some of AYTM's clients, other full-service research organizations often charge starting at \$30,000 for a typical study with complex research tests. For AYTM, a brief DIY study to a thousand Americans, age and gender balanced, with a thirty-item MaxDiff experiment, would cost less than a third of that traditional price tag.

As for speed, assuming a classic MaxDiff experiment would optimistically take about three weeks, Origin was able to complete their study 12x faster than usual.

According to Faro, “AYTM's faster and cheaper solution allows for: (1) more time for Origin to craft better insights for clients, and (2) Origin to provide cheaper services to our clients.”

For more information about Origin CBI, please contact Dr. Kenneth Faro at 617-366-4271, or at kenneth.faro@hhcc.com.

Confirmit Enables NPD Group to Provide Better, Faster Results to Its Customers



Confirmit®



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Gain new customers
- Increase awareness, sales, volume, market share

Methodologies:

- Market & Competitive Intelligence
- Consumer Research
- Consumer Satisfaction
- Data Collection
- Questionnaire Design

Client: NPD Group

Client Industry: Technology

Project Year: 2007

CHALLENGE

We have found that surveys are a critical component to the type of analysis we strive to complete for our customers each day – but are realistic (and proactive) about the difficulties with getting consumers to take surveys. Especially with a lengthy survey we may need to issue (to truly capture what's happening in the market and how an individual consumer's shopping habits are affected by the market), it can be difficult to get people interested and keep them engaged throughout the survey.

Because of this, we've had to get creative and survey consumers in a variety of ways to get a total picture of a consumer's shopping lifecycle – where they are shopping, when they are shopping, how they are shopping, etc.

SOLUTION

Once we broke into the online arena, with the creation of our online panels, we knew we needed to find the right partnership, and continue developing that partnership over the years. Since

that point, many years ago, we have been using Conformat – so much so, that we've been able to grow with Conformat on how we collect data, all while technology is growing and evolving, particularly in the mobile arena. Once we found Conformat and made the decision to engage with them, we were comfortable because all of our immediate needs were met, and we knew we could grow as a true partnership, together in the industry.

Because of the industry changes, we've had to constantly keep an open dialogue with Conformat, so we can change our data collection processes to ensure we are getting our clients what they need. Conformat has been instrumental from the start in helping us collect the right information in the right way to get our customers what they need to make the best business decisions possible. Beyond that, we are always searching for how we can be doing more for our clients, and Conformat is always at the forefront of that roundtable discussion, offering solutions and new ways to integrate their technology into our

ABOUT CONFIRMIT

Confirmit is the world's leading SaaS vendor for multi-channel Voice of the Customer, Voice of the Employee, and Market Research solutions. Confirmit powers Global 5000 companies and Market Research agencies worldwide with a wide range of software products for feedback / data collection, panel management, data processing, analysis, and reporting.

www.confirmit.com



offerings and research analysis. Confirmit is consistently helping us get more sophisticated by helping us analyze how we are collecting data on the back end, and decide how we want to format it and make sure we get our customers what they need.

OUTCOME

Through this partnership, and our constant desire to evolve and grow as a company, we've been able to get our results to the clients quicker and more efficiently. Furthermore, we're able to scale larger (launching trackers globally) and in a much shorter timeframe than previous iterations. We are now able to tell clients the end date of when the surveys and trackers will be launched, and we know what those metrics need to be for our customers. We can be up and running in just a couple of months, and we know that by using Confirmit, we are getting the reliability and standards we need to collect the data for our clients to provide them with the optimal results. Thus, this is a more efficient and cost-effective way to get the business up and running in the market research sector.

On the flip side, Confirmit is also growing and evolving on their end (particularly in mobile) and they are always willing to raise their hands to offer us their new capabilities, but are also willing to conform to specifics that NPD needs as well.

We see the future of data collection moving towards collecting information in a variety of ways to get to the same results as you would have with a 30-40 question survey, without actually conducting such a lengthy survey. The future is all about ease and convenience for the respondent, without sacrificing on the data. Looking into the future at NPD, we are always looking into new and different ways of collecting information, particularly through mobile, and we continue these discussions with Confirmit. We also are looking for ways to collect the most information out of the shortest or quickest type of survey interaction, and how exactly we want to ask respondents specific types of data questions – and it is in our best interest that Confirmit is included in these conversations.

Activating Segmentation

SINCE 1931
Burke



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Develop, revitalize market
- Gain new customers
- Increase market share

Methodologies:

- Strategic Research – Segmentation
- Consumer Research – Consumer Trends
- Consumer Research – Lifestyle & Value trends

Client: Global Food & Beverage Company

Client Industry: Packaged Goods

Project Year: 2015

CHALLENGE

These days, grocery shoppers face an overwhelming array of choices every time they set foot in the store. There are more brands offering more products than ever before, which means more competition for that coveted cart space. Therefore, reaching consumers in this crowded market depends on having a deeper understanding of their needs, desires, and tensions.

Recently, a global food and beverage client reached out to **Burke, Inc.** with a need to better understand their consumers in the grocery channel – now and into the future. Burke and Seed Strategy answered the call with an in-depth segmentation initiative, leveraging both proven research tools and cutting-edge strategic innovation.

SOLUTION

As Burke began the project, a few key questions came to light: Were certain beverages a better fit for certain lifestyles? How value conscious are target consumers? What need states are not being met

Did shoppers really need all these organic SKUs?

Burke aligned with internal stakeholders to create an effective learning plan:

- Qualitative research helped answer the initial questions, tease out differences in consumption patterns, and hypothesize potential segments.
- Quantitative analysis helped identify segments in terms of size, profitability and findability.
- Illumination brought each segment to life.

Working side-by-side with client teams, Burke developed a comprehensive segmentation solution that identified future innovation areas and created a delivery plan that provided a storytelling report, fact books which gave key stakeholders access to foundational knowledge on an ongoing basis, and typing tools that set the team up to identify segments in all research going forward.

ABOUT BURKE

Fueled by quality research, Burke's in-depth consultation helps clients find the right solutions to the complex challenges their organizations face. Burke's capabilities extend beyond the typical boundaries of research suppliers through Seed Strategy, a growth acceleration firm specializing in product innovation & strategic brand development.

www.burke.com



However, we took it further with Seed Strategy – Burke's very own strategic "special forces" team – and brought the segmentation to life, strategically and visually. Once the segmentation was complete, Seed worked closely with client teams to refine marketing strategies and develop more targeted product innovations for specific segments of consumers. These critical steps helped ensure that all learning translated into actionable, tangible outcomes, including a new line of products currently available at grocery retailers nationwide.

OUTCOME

With the goal of providing strategic support for present and future marketing initiatives, Burke and Seed's segmentation project delivered on many fronts:

- Assessed the sizes of key segments to prioritize marketing and product development innovation efforts.
- Served as a strategic foundation for brand architecture development

- that better connected consumers to products they desire.
- Succinctly summarized insights segment behavior (e.g., lifestyle and shopping) to inform new product development and marketing efforts.
- Identified unmet consumer needs in the category (i.e., white space) to fuel innovation pipelines.
- Guided development of innovation platforms for core products so that expansion could be done in a strategic way.
- Created a "typing" tool to assess the impact of new products on the category and help ascertain an optimal mix of benefits, RTBs and package design for specific consumer targets.

Having gone well-beyond its intended scope, this segmentation research has been leveraged as a company-wide tool to support marketing strategy, stretching its value, and impacting the client's bottom line.

Drink Label Design: So Fast You'll Freak

< remesh



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service launch

Methodologies:

- Package Development
- Package Testing
- Product Research
- Moderating-In-Depth / One-on-One

Client: In-house CPG Design Team

Client Industry: Foods/Nutrition

Project Year: 2017

CHALLENGE

A CPG design team was tasked with creating a label for a energy drink which was aesthetically pleasing and communicated the drink's primary differentiators – healthy, made of natural ingredients, and makes the drinker feel good. They came up with three different designs which they believed accomplished this goal, but it was unclear what each design communicated to their target consumers.

The challenge was to understand how consumers reacted to the designs, what specific design elements were successful in communicating the drink's differentiators, and what design improvements could be made. Then use all of this insight to deliver a final design in less than 24 hours.

SOLUTION

They used Remesh to engage 100 people from their target market in a 30-minute live conversation. Before it began, demographic & behavioral data were gathered on the participants. During that conversation, participants

were exposed to each of the designs and asked a mix of open and closed ended questions which dug into their perceptions of each design.

By 13 minutes into the conversation, one design stood out as resonating & communicating differentiation better than the others. However, Remesh's Live Analysis surfaced that even for the best design there was a major concern that the drink's label did not make its ingredients clear. They spent the next 5 minutes probing into the specifics of how participants expected the ingredients to be communicated.

At 18 minutes into conversation, the moderator explained to participants what they were attempting to communicate and asked what elements of the various designs best achieved those communication goals. During the last 4 minutes, they had participants brainstorm slogans & messaging.

When it was over, the designers had learned: Which individual design best accomplished their goals; What design

ABOUT REMESH

Artificial intelligence for live many-to-one conversations with a crowd.

remesh.ai

<remesh

elements were driving positive and negative perceptions; What design elements successfully communicated the drink's differentiators; That they failed to realize the importance of communicating the ingredients on the label; How they could best communicate ingredients on the label; and what messaging / slogans best resonated with consumers.

OUTCOME

From the results of the 30 minute Remesh session, the designers identified which of their three designs best accomplished their goals of communicating the drinks differentiators.

They used their qualitative learnings about how various design elements impacted consumers' perceptions to further improve the design. They added ingredient information to the label based on their new understanding of what customers expected. Finally, they made a small change to the messaging on the label based on specific language they learned resonated with their target consumers.

The result was an aesthetically pleasing design which they were confident successfully communicated the drink's differentiators to their target market – and they had the data to back it. From the time they had completed their initial design concepts until they delivered their research findings and final design concept was less than 12 hours.

“The result was an aesthetically pleasing design which they were confident successfully communicated the drink's differentiators to their target market.”

Their boss was impressed with their turnaround speed and attention to consumer input – the product plan moved forward ahead of schedule & the design team was able to go home early.

How to Plan & Track Your Way to a Successful Campaign

YouGov[®]



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service launch
- Build brand equity
- Increase awareness
- Increase sales, volume
- Maintain existing customers

Methodologies:

- Advertising Research
- Advertising Tracking
- Online Research Panels
- Brand Identity Research
- Data Analysis

Client:

Television / Cable / Satellite TV

Client Industry: Packaged Goods

Project Year: 2017



CHALLENGE

A major network running an ad campaign for a variety of its client's brands wanted to provide results showing the impact of the ads. The campaign was scheduled to run over a seven-week timeframe, after which campaign effectiveness needed to be demonstrated along with insights and recommendations for future efforts.

SOLUTION

YouGov BrandIndex helped measure the impact of the campaign, tracking several consumer brand metrics for each brand. The client was able to compare the brand scores among a target group of consumers who watched the relevant TV programs during the campaign period vs. consumers in general.

Adding the client's brands within YouGov BrandIndex we were able to track brand awareness, advertising awareness and purchase consideration throughout the seven-week timeframe. Additionally, four brand attribute

questions were asked of each respondent from the YouGov panel. By creating specific TV program variables YouGov was able to track the key brand metrics throughout the specified campaign timeframe. The client was able to evaluate the campaign as a whole, and also measure some of the key campaign elements individually to assess their contribution to the overall results.

“By creating specific TV program variables, YouGov was able to track the key brand metrics throughout the specified campaign timeframe.”

In addition to YouGov BrandIndex, the network was able to utilize YouGov Profiles which provided an overall

ABOUT YOUNGOV

At the heart of our company is a global online community. We combine this continuous stream of data with our deep research expertise and broad industry experience, to develop the technologies and methodologies that will enable more collaborative decision-making & provide a more accurate, more actionable portrait of what the world thinks.

today.yougov.com

YouGov[®]



audience analysis of those consumers who viewed the relevant ads during the campaign along with those who were exposed to the campaign on specific dates within the campaign timeframe. By utilizing YouGov Profiles the network was able to identify their audience leading to the opportunity to target and drive purchase consideration.

“The network was able to identify their audience leading to the opportunity to target and drive purchase consideration.”

OUTCOME

With the information provided through YouGov BrandIndex and YouGov Profiles the network was able

to see an increase in the key brand metrics during the time the ad campaign ran. The data collected enabled the network to demonstrate to the advertising client the quantifiable value of running ads with them over the seven-week timeframe, provide insight around details and specifics of the campaign and give their recommendation to the client on how to plan for future campaigns.

When is a Dorito Not a Dorito? The Critical Role of Implicit Insight in Brand Extensions



SENTIENT
DECISION SCIENCE



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service launch
- Brand / product / service repositioning
- Increased market share

Methodologies:

- Franchise Extension
- Psychological / Motivational Consumer Research
- Emotional Measurement

Client: Frito-Lay

Client Industry: Foods/Nutrition

Project Year: 2013

CHALLENGE

Frito-Lay has an impressive house-of-brands that together, account for over 60% of the salty snack market! When the company approached us four years ago they were seeking a solution to their primary challenge – their house was over-crowded. At the time, most of Frito-Lay’s \$14B+ in revenue was generated by highly substitutable brands sitting side-by-side in 40 feet of space, distinguished by little other than taste preferences, and competing for the same 3-4pts. of category growth.

All the while, brands like Special K & Nike were expanding with more brand-centric innovation strategies, stretching into new categories with 7-14% CAGR while their base categories crept along at 1-3%. Management issued a challenge for Frito-Lay to replicate this approach, so they conducted traditional, survey-based research from which they drew the following important but costly conclusions:

- No matter the question, almost every response was biased by whether

the respondent thought the new brand/category combination would yield an appealing product.

- Categories that consumers considered a “fit” were so closely related to the current category that the brand often didn’t confer any unique benefits.

SOLUTION

To overcome these pitfalls, Frito-Lay began looking for more advanced methods, but had just ended a multi-year relationship with a neuro-marketing firm who measured what happens with the brains, but not the minds of consumers. Accordingly, Sentient Decision Science was chosen specifically because we offer scaled technology that reveals what consumers implicitly think, and more importantly how that contributes to decision-making. Frito-Lay & Sentient partnered on a landmark extendibility study involving 11 brands, 100+ category extensions, 30,000 respondents and 14,000,000+ subconscious measures.

ABOUT SENTIENT DECISION SCIENCE

Industry-Leading Implicit
Research & Technology Firm.

sentientdecisionscience.com



While multiple methods were used, the centerpiece for this research was Sentient Prime®, a proprietary web-based platform that combines behavioral science & mobile technology to uncover consumers' subconscious perceptions & emotions. It works by recording miniscule changes in mental processing that results from exposure to stimuli which can then be analyzed to reveal specifically what's in the mind of the consumer.

OUTCOME

Ultimately, Sentient's advanced implicit methods not only generated a pipeline of demonstrated successes, but also established the following behavioral principles to formulate better future extension strategies:

- Hold on loosely to your guardrails. As brands move to new categories, fewer attributes will always be implicitly associated with the brand.
- Fit is not enough. Brand fit provides the necessary credibility for a new product to be considered, but doesn't guarantee sufficient

differentiation to drive preference.

- Know what you're implying. Consumer appeal will be based on subconscious inferences about which characteristics the brand will transfer from its current product portfolio into the new category (which, if not understood can lead to product failure).
- Manage your "brand constant." With every added category, consumers will implicitly understand what is always true of the brand – making future extensions easier.

Sentient's implicit extendibility research has now spawned multiple highly successful launches, including Mac & Cheetos and Cheetos Chicken Fries. Additionally, Doritos followed up Doritos Locos Tacos with Doritos Loaded, both at 7-Eleven (where it was 2nd best-selling SKU) and Walmart where it has helped reinvigorate the Frozen Foods category – all of which has enabled Frito-Lay to extend several of its megabrands well beyond the salty snack aisle.

Conjoint Analysis Drives Sales & Development for Leading Durable Goods Manufacturer



ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service launch
- Increase sales, volume
- Increase price premium
- Increase market share

Methodologies:

- Pricing Research
- Online Survey Programming
- Product Development
- Conjoint Analysis

Client: Lifetime Products

Client Industry:

Consumer Durables,
Household Products / Services,
Lawn & Garden

Project Year: 2009

CHALLENGE

Recognizing that the market is both crowded and maturing, Lifetime Products, a global consumer durable goods manufacturer, was looking for a better way to inform its product development process. One specific challenge included creating an optimal outdoor storage shed, all while battling escalating management information demands.

“We needed a solution to accommodate the large attribute/level designs necessary to study our product line effectively. We found that solution, and more, in Sawtooth Software’s Adaptive Choice-Based Conjoint (ACBC).” – Bob Goodwin, MR Director, Lifetime Products

SOLUTION

ACBC is an innovative, quantitative survey approach, first developed by Sawtooth Software. It leverages the best aspects of Choice-Based Conjoint (CBC), all while creating a customized, interactive and engaging experience for its respondents. ACBC has proven increasingly useful when the list of

product attributes is greater than six. This is because ACBC learns which attributes and levels the respondent is focusing on and adapts the design to show only product concepts that are similar to each individual’s ideal product. The result is a user-centered survey that more closely mimics real-world decision making. In this study, a total of 16 attributes and 45 levels described the shed, making ACBC the ideal solution.

To start, respondents are asked to configure their preferred outdoor storage shed in a Build-Your-Own type question. Depending on their answer, different outdoor storage shed concepts are created that are of interest to the respondent. The respondent is then asked which concepts are “a possibility.” Must-have and unacceptable features are identified in this screening section which capture non-compensatory decision behaviors, like brand loyalty or product requirements, and the concepts shown adapt based on each individual’s rules. Any products considered “possibilities” and conforming to

ABOUT SAWTOOTH SOFTWARE

Sawtooth Software is the industry leader in conjoint analysis. We also provide tools for general interviewing, MaxDiff scaling, and cluster ensemble analysis. Our products have set standards in their fields and our conferences and workshops are highly regarded by industry experts. Have you brought conjoint analysis into your workplace yet?

www.sawtoothsoftware.com



these rules are brought into a final choice tournament where respondents choose the product concept they are most likely to purchase. At the end, a winning product is identified for each respondent.

Other features unique to this study include: Prior to the ACBC exercise, respondents identified the top 10 most important features and the top 4 brands that would impact their decision to purchase an outdoor storage shed. By using this constructed-list approach, the number of attributes in the ACBC exercise reduced from 16 to 10, and brand names from 8 to 4, for each respondent. Now, respondents could focus most on the features that would drive their personal selection process.

A customized price approach generated more realistic product concepts – where the total price of the product is based on the incremental costs of the attribute levels included in that concept (i.e. a 7'x7', wooden shed costs more than a 5'x5', plastic/resin shed).

The conditional display feature revealed images of the different outdoor

storage shed configurations, based on the specific attribute and level combinations. This made the exercise more realistic and easier to comprehend.

SOLUTION

By utilizing Sawtooth Software's ACBC program, Lifetime Products determined which outdoor storage shed to manufacture to garner the most market share. Lifetime Products also built a market simulator within Sawtooth Software, allowing the team to configure different storage shed offerings and simulate how they would perform in market (otherwise known as "what-if" analysis). The results of these simulations helped the team understand the impact of a potential product design change on share as well as gauge potential competitor responses to proposed product designs. When we force respondents to make difficult trade-offs between product offerings, we learn what they truly value.

The Shopper's Nest Community: Where Insights Are Born, Relationships Nurtured & Sales Grow

maru/matchbox



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Increase sales, volume

Methodologies:

- Online Communities

Client: Nestlé USA

Client Industry:

Beverages, Foods/Nutrition

Project Year: 2013 – present

CHALLENGE

With limited budgets, and a mandate to deliver gold-standard insights, the Shopper Insights team at Nestlé USA found themselves needing an insights vehicle that was big, yet efficient; specific to their largest retailers, yet centralized so it can be accessed by all; small-enough to generate insights that humanize shoppers, yet quantifiable to ensure stakeholder trust and buy-in.

At the time, the primary solution they had in place only enabled qualitative insights.

SOLUTION

The Shopper's Nest – a private online insight community designed and recruited for Nestlé USA by Maru/Matchbox. The Nest has nearly ten thousand members that represent key targets for Nestlé USA, allowing them to execute a wide variety of strategic and tactical qualitative, quantitative, mobile, social, behavioral and non-conscious research activities in one unified platform.

And there was the added benefit of unlocking the power of longitudinal learning for Nestlé USA, fueling always-on, two-way shopper engagement.

“And there was the added benefit of unlocking the power of longitudinal learning for Nestlé USA, fueling always-on, two-way shopper engagement.”

OUTCOME

In the four years the Shopper's Nest has been running, over 150 research activities have been executed across all of Nestlé USA's major categories and retailers. With

ABOUT MARU/MATCHBOX

Maru/Matchbox has been pushing the boundaries of the customer market insights space for over a decade. We are a sector-focused consumer intelligence firm focused entirely on better client outcomes. Our expert teams are deeply invested in key sectors of the economy, delivering insights and analysis backed by superior quality data.

www.marumatchbox.com

maru/matchbox

the data housed in Nestlé USA's community platform, Maru/Matchbox researchers have been able to unlock a deep understanding of today's shopper - which increased retail activation in field and thought leadership in Nestlé USA's Shopper function.

“Maru/Matchbox researchers have been able to unlock a deep understanding of today's shopper...”

Outcomes include:

- maximizing ROI on scale events (validation of strong shopper participation with higher minimum purchase levels; brand sweepstakes engagement preferences and brand impact)

- providing a detailed view on shopper behaviors for strategic growth channels (including Club and E-Commerce to influence channel strategies for frozen categories)
- securing distribution for a smaller brand including a gain of ~640 stores with a key retailer resulting in an incremental ~\$500,000.

All at roughly one-third of the cost of traditional ad hoc research.

The Wall by Schlesinger Enhances Qualitative Engagement of Physicians



Schlesinger Associates

Quality Without Compromise



GreenBook

INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Increase brand loyalty
- Increase sales, volume
- Increase market share

Methodologies:

- Advertising Research

Client: Leading Pharmaceutical Manufacturer and Distributor

Client Industry: Healthcare

Project Year: 2016

CHALLENGE

Schlesinger Associates was commissioned by Healogix, a marketing research consultant to the pharmaceutical and biotech industry to deliver a unique data collection solution on behalf of a large pharmaceutical company.

The client required rapid turnaround of research on creative content targeted at physicians. The client also required a compelling research experience and results for fast management buy-in.

SOLUTION

Schlesinger provided rapid and on-target recruitment of physicians to participate in eight individual, in-depth creative workshops within one day at its New York City facility. When Healogix approached Schlesinger with their brief, The team made available its latest technology for qualitative studies; The Wall by Schlesinger. Schlesinger has discovered an innovative way to create research participant engagement, allowing researchers to deliver deeper and faster insights and this

tool was an obvious choice to maximize the value of the time spent with these important recruits. The Schlesinger technical team advised on best deployment of The Wall for the workshop style study and loaded and tested the content in advance of the workshops.

“Schlesinger has discovered an innovative way to create research participant engagement...”

Healogix leveraged the 190” dynamic, multi-window, interactive display which showcased a variety of advertisement stimuli. The Wall provided physicians with high-impact visualization of the creative concepts, allowing for dynamic, side-by-side direct comparison of the advertisement concepts. The respondents engaged at The Wall with the annotation

ABOUT SCHLESINGER ASSOCIATES

Schlesinger Associates, an international marketing research company with offices in key markets in the United States and Europe, is a leading provider of research services, including data collection, focus group facilities, and respondent recruitment.

schlesingerassociates.com



Schlesinger Associates
Quality Without Compromise

and manipulation tools in both a free-form and structured way to show their preferences and share their responses.

SOLUTION

The Wall helped make the study not only a win for the Healogix researcher leading the groups and the participants, but the clients watching as well: The agency and the markets viewed the groups. There was full engagement both sides of the mirror. This was a new experience for the client and led to ideas generation on-site.

“There was full engagement both sides of the mirror.”

This approach allowed the moderator to be animated throughout the session. Tim Edbrooke, President of Healogix said, *“Physician engagement was remark-*

able. The physicians spent fifty-five minutes of the hour on their feet engaged with the Wall, evaluating concepts quickly and easily. They were more ebullient and more eloquent.” The moderator was able to capture the ‘voice of customer’ through annotation directly onto the content.

Being engaged at the time of the research and seeing the interaction, allowed for client decisions to be made more quickly. Summing up, Tim Edbrooke said, *“We had never viewed a group that was so engaged. Our client was able to move quickly from the report, which included data straight from The Wall, to fast buy-in from their team and campaign launch. The project took only three weeks from commission to insights. We were able to meet the deadline and exceed our client’s expectations.”*

How Ricola Accelerated Concept Development for Successful Product Launch



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service launch

Methodologies:

- Product Research
Concept Development

Client: Ricola USA

Client Industry:

Beverages, Foods/Nutrition

Project Year: 2010

CHALLENGE

Ricola has traditionally been known for its all-natural cough suppressants, made with Swiss herbs. You probably can hear the Swiss alp horns and chant *Riiiiiccccooollla* when you think of the brand. Dual Action created an opportunity for a new cough drop – one that relieves both cough and sore throat. With just weeks until launch, Ricola needed to quickly discern reactions to this new liquid-center product, especially how to talk about it in a way relevant to consumers. Using BuzzBack’s engaging and interactive techniques, the team explored a new concept via both a concept exploratory study, followed by an in-home use test. This two-part approach helped insure the new product’s success in market.

SOLUTION

Phase 1 – Concept Optimization

BuzzBack’s unique approach combined traditional key metrics with interactive concept optimization

techniques. The Ricola team had limited time, so the research needed to yield quantitative reactions and necessary diagnostics and in-depth learning to optimize the idea – both in a single step.

“The Ricola team had limited time, so the research needed to yield quantitative reactions and necessary diagnostics and in-depth learning to optimize the idea...”

Key measures provided the foundation the team needed to assess concept success, but importantly projective and enabling techniques, such as Thought Bubble and Concept Focus revealed language critical to

ABOUT BUZZBACK

BuzzBack delivers visual, global insights – even in hours – through an engaging interactive experience. Major consumer, pharmaceutical and financial services companies innovate using our intuitive image-driven & language-rich approach. We help hundreds of brands worldwide to better connect with consumers, break through marketing challenges, and fast-track innovation.

www.buzzback.com



market positioning and communications. In particular, these techniques helped identify and articulate the consumer need – what a cough/cold sufferer desired in a cough drop in terms of features and benefits. Using a visual scenario to elicit language, consumers described specific symptom relief, along with pleasant taste, identifying ways the Ricola team could position the product. Concept Focus uncovered specific elements that resonated, including both visual and verbal cues and why.

Phase 2 – In-Home Use Test

Because the Dual Action product departed from Ricola's heritage herb positioning with a new formulation – menthol liquid filling - the team followed concept evaluation with an in-home use study. This step was designed to confirm concept accepters (and in fact cold sufferers) had a product experience that aligned with their reactions to the idea. They used Dual Action to treat their cold/sore throat for 2-3 days, providing feedback on taste, flavor and importantly, efficacy.

OUTCOME

The Dual Action concept proved to be a solid performer, and product trial further reinforced flavor appeal and efficacy – 2 factors critical to market launch. In just 30 days, BuzzBack helped the team get the idea right, with clarity on how to articulate it. BuzzBack's interactive projective techniques elicited language and copy later used in market introduction.

The result for Ricola was an accelerated time to market leading to one of the company's most successful product launches. Since introduction of Dual Action Cherry Menthol, Ricola's also added Dual Action Honey Lemon and other new products and formulas with added benefits to its line. BuzzBack continues to help the team further innovate its *Riiiiiccccccooola* brand.

Hey There Good Lookin': Idea Screening for the Tinder Generation

DIG
insights



GreenBook
INSIGHTS THAT WORK

ABOUT THIS CASE STUDY

Business issue:

- Brand / product / service launch
- Develop, revitalize market
- Increase market share

Methodologies:

- Franchise Extension
- Concept Testing
- Mobile Surveys

Client: Fortune 500 Consumer Packaged Goods (US-based)

Client Industry:

Advertising Agencies,
Food / Nutrition

Project Year: 2017

CHALLENGE

Like many other companies, the client was challenged to innovate in a more “agile” way – identifying opportunities and innovating against those opportunities in a way that is both faster and cheaper.

Past attempts at agile research had resulted in learning that was superficial, often limited to a ranking of popularity among the general population. A secondary issue was that the client was targeting millennials with their snacking innovations. Millennials were increasingly uninterested in participating in traditional concept screening research. The client was concerned that millennials who were willing to participate in this kind of research were not representative of the broader target.

Because of these issues, the client was seeing low success rates for their innovations in market. There was a need for a fast, cost-efficient solution that also provided deeper insight that the team could use to make strategic decisions.

SOLUTION

The client switched to innovation screening with Upsiide, a technology-empowered innovation screening solution from Dig Insights. Upsiide is a fundamentally different approach to innovation screening.

The consumer experience is essentially Tinder for ideas. Millennials (and many non-millennials) are comfortable with this interface. Upsiide is research that uses a language that consumers are comfortable with (swiping), as opposed to a language that researchers are comfortable with (5-point Likert scales). This results in an easier, more intuitive, more enjoyable respondent experience.

The client experience leverages proprietary software that allows us to conduct very sophisticated analysis, including Network Maps (which reveal how innovations relate to each other, which can inform future innovation, communication, planograms, etc.) and TURF analysis (which reveals the mix of innovations that most efficiently maximizes potential penetration).

ABOUT DIG INSIGHTS

Dig Insights is one of the fastest growing research agencies in NA. Our team of consultants serves a diverse set of global clients. We believe that research should:

- 1) Inspire bold new strategies
- 2) Predict choices as trade offs, not just compare against outdated norms
- 3) Leverage the potential of emerging technology to uncover new opportunities.

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DIG
i n s i g h t s

OUTCOME

The client was able to understand not only how popular each potential innovation was, but also how they related to each other. They were able to discuss the tension between the mix of products identified in TURF (which favors a very diverse product set) vs. the mix of products identified in network maps (which favors a more focused product set) and to identify a channel-specific strategy that prioritized a diverse product set online (where reach is potentially huge) and a focused product set in-store (where velocities are critical). Upside results were demonstrated to be highly predictive of in-market volumes.

"I love the Upside tool because it gives my team the ability to test concepts that they may not have had the opportunity to test otherwise. In a category like ice cream where innovation drives growth, there are always so many ideas in the pipeline and Upside allows

us to have quick consumer feedback to narrow down the list."

– Katie Mundell, Consumer & Shopper Insight Strategy, Nestlé

"Upside is an incredibly useful tool that allows us to integrate consumer feedback into our innovation pipeline earlier and faster. We no longer waste time and resources having our development teams focus on ideas that have little consumer appeal, and instead can focus on refining and improving on the truly breakthrough ones. Put plainly, Upside makes us smarter and faster."

– Consumer Insights Manager,
Global Quick Service Restaurant Brand



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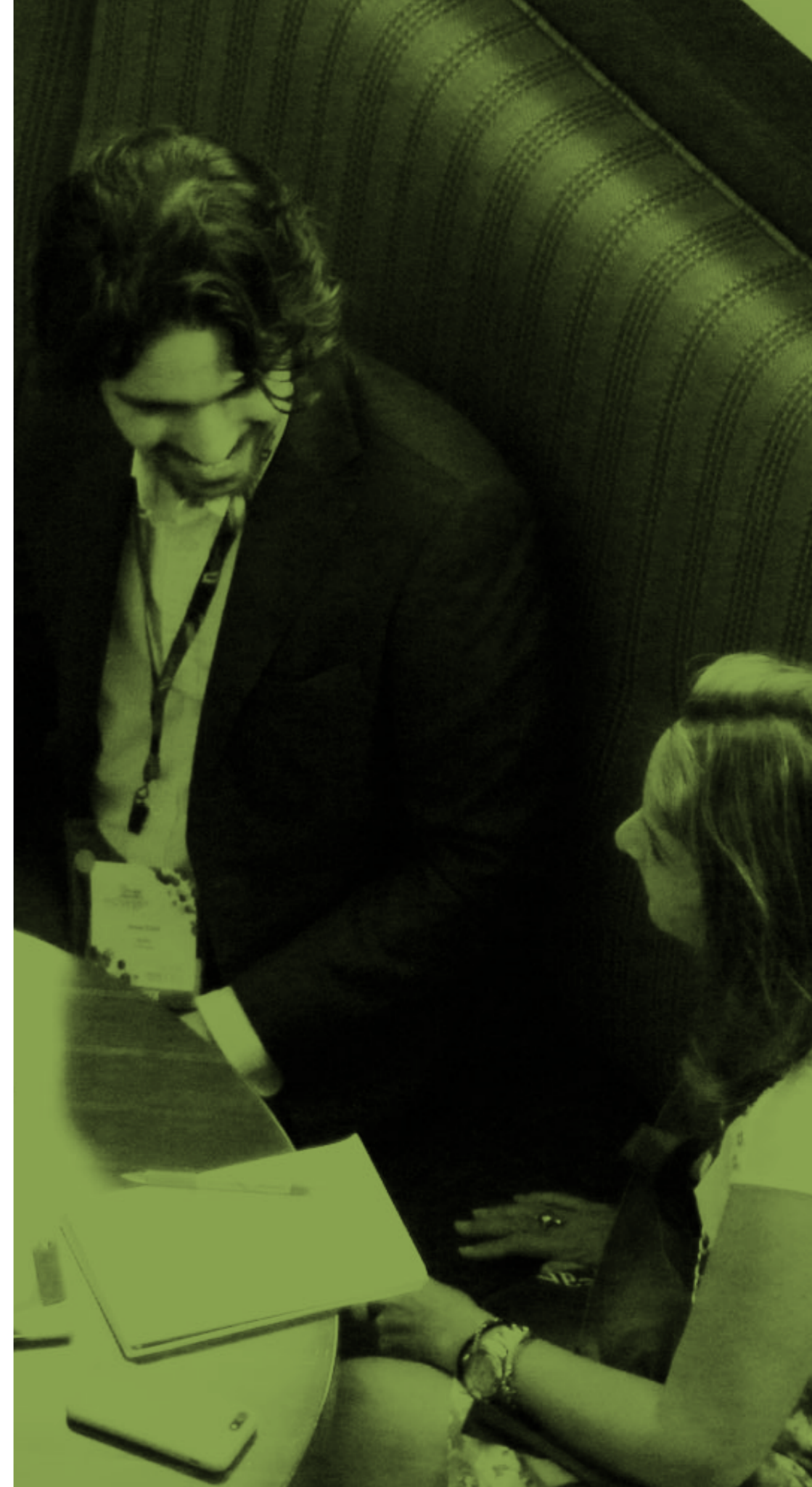
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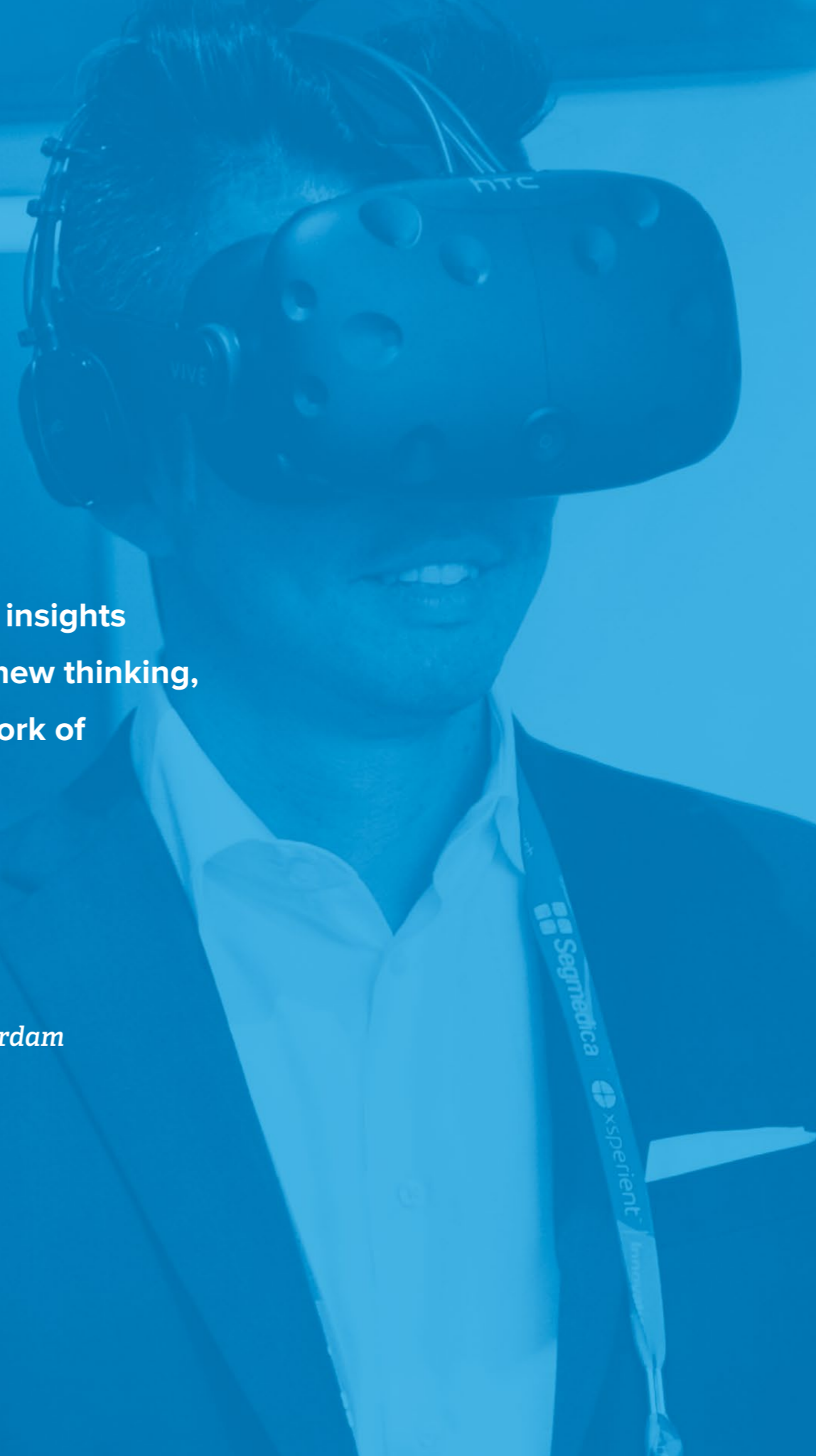
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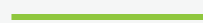
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