



**Value:  
to clients,  
to participants,  
to our businesses,  
to ourselves.**

Welcome to the latest GRBN newsletter.

The focus of this newsletter is on value; for example on different ways we can take action to deliver more value both to clients and participants.

I believe companies which successfully center their strategies simultaneously on the needs of clients and the needs of research participants will be best equipped to deal with the challenges and opportunities that lie ahead.

I believe that building a trust relationship with both clients and participants is, in turn, key to achieving that success.

The 100-day challenge and the Learning Center both offer inspiration to add value to your business and increase your own expertise.

This newsletter is full of wise words from some great thought-leaders. I would like to thank them for their contributions and hope you, the reader, find inspiration from their thoughts.

Inspiration to act and to act now. To do something differently today than you did yesterday with a view to adding value.

Wishing you strength,

Andrew

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## IN THIS EDITION:

### Welcoming AMRA to the GRBN family!

We are pleased to announce that GRBN has grown to encompass 49 member organisations as the African Market Research Association joined GRBN on September 1<sup>st</sup>. Leonie Vorster, MRA Chairman, gives us the latest AMRA news. [Read more here.](#)

### The 100-day challenge: Make a difference

The challenge is picking up speed as we spread the word at events across the globe. We encourage you to step up and take the challenge. Together we can make a huge difference. [Read more here.](#)

### The Return on Investment from Insights – Driving growth

[Read why Brainjuicer's Alex Hunt](#) believes we must change the Future-of-Insights and the actions he suggests we take to do just that, and [read why Cambiar's Simon Chadwick](#) believes measuring Return on Research Investment is good for your health and feel inspired.

### GRBN Learning Center – Easy access to fantastic content

With content from AMSRS, CASRO, MRIA and MRS, you can now access 40 on-line training courses / webinars on topics such as data protection, leadership, project management, techniques and technology. [Read more here.](#)

### Trust, Innovation, Insight: Our Industry's Reputational Challenge

[Read Stakeholder Advisory Services' Jeff Resnick's](#) thoughts on these three factors, which are critical to the future success of our industry.

### Key Findings from the 2016 GRBN Trust Survey

[Find out](#) how well our industry is trusted by the general public compared to other types of organisations and across countries. [Take a deep dive](#) into trust with personal data and [read](#) whether research is perceived as to be of value or not.

### Length of surveys, enjoyability and mobile-friendliness all key to improving the User Experience

[Find out](#) about the upcoming research-on-research into improving the participant experience.

### Top 3 Trends in Mobile Surveys

[FocusVision's Aaron Jue shares](#) data on latest mobile survey trends and the implications for research businesses and clients alike.

### Trust in Market Research: The German success story

[Psyma Group's Bernd Wachter shares with us](#) how the research industry in Germany has come together to build a trust relationship with the general public. Important learnings for us all.

### GRBN Building Public Trust Programme

Learn what the programme aims to achieve and get involved. [Read more here](#)

### Trust in market research – 5 actions we can take to turn a threat into an opportunity

Practical advice of what we can do to build trust in our industry. [Read more here](#)

### Shark tank winners on the future of our industry

[GroupSolver's Rasto and Maros Ivanic](#) survived the shark tank at the CASRO Tech and Innovation Conference in June in New York. [Read their views](#) on the future of our industry.

### GRBN 2016 initiatives – Thanking our partners

Even though it is still sometime to Thanksgiving we would like to take the opportunity to thank our partners without whom we could not achieve our goals. [Read more here](#)

### Upcoming events

GRBN member associations are hosting a range of fantastic events over the coming months, so take your pick. [Read more here.](#)

Welcoming AMRA to the GRBN family!

We are thrilled that AMRA has agreed to join GRBN and are excited to have the federation, as well as their member associations, join the Global Research Business Network!

This takes the total number of members in GRBN to 49; 4 regional federations and 45 national associations.

These 45 national market, social and opinion research associations represent 88% of the global industry in terms of turnover.

We look forward to working with AMRA over the coming months and years to strengthen the business of research in Africa and are proud to be able to give Africa a strong voice in the global research industry.

As a result of AMRA joining our family, we are happy to unveil our new logo which incorporates the four regional federations.



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AMRA Update

By Leonie Vorster,  
AMRA Chairman



*We are grateful to report that the AMRA non-profit company registration has been submitted in South Africa, the country of AMRA's Administrative Headquarters, and we await feedback from the powers that be. Completing the registration formalities will at long last open the door for AMRA to officially sit at the GRBN table – an honour and opportunity to contribute that the AMRA community is very eager to embrace.*

*Some key decisions taken about AMRA membership include that a) AMRA has adopted the ESOMAR Code of Conduct, and this is thus a requirement for membership, and b) AMRA membership will be available to:*

- i. non-profit market, social and opinion polling research Associations registered in any African country,
- ii. organisations registered and operating in any African country where no Association membership for supplier organisations exists, and
- iii. organisations registered and operating in any African country where no Association membership for client organisations exists.

*There are currently six Market Research Associations on the African continent, and the AMRA regions now include Central Africa (Cameroon, Central African Republic, Chad, Congo, Democratic Republic of Congo, Equatorial Guinea, Gabon), Eastern Africa (Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Tanzania, Uganda), North Eastern Africa (Egypt, Sudan), North Western Africa (Algeria, Libya, Mauritania, Morocco, Tunisia) and Southern Africa (Angola, Botswana, Comoros, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Reunion, Seychelles, South Africa, Swaziland, Zambia, Zimbabwe).*

*AMRA members will enjoy a number of benefits, tailored to their needs. Preferential rates for AMRA events is a given for all members, as are advertising opportunities (e.g. in the AMRA Directory) and access to all AMRA publications. Association Members will benefit from partnering with AMRA and expertise for events, ethics advice, integrity programme participation, representation in Africa and worldwide, AMRA's GRBN membership, sending and receiving requests for proposals, shared accreditation programmes, shared skills development curricula, students exchange, awards participation and a mentorship programme. Organisation Members on client and research agency side will enjoy Code of Conduct protection, and will also participate in the integrity programme, send and receive requests for proposals, compete for awards and be part of the mentorship programme.*

*The AMRA website will be launched in August 2016 ([www.africanmra.org](http://www.africanmra.org)) and membership applications will be accepted as soon as the organisation is registered. The inaugural AMRA event, Africa Forum 2017 – Research and Innovation, Made in Africa, will be held on 16 and 17 February 2017 in South Africa. The event, a partnership between AMRA, ESOMAR and the African market research associations, will be the official launch of AMRA, and set the agenda not only for AMRA but also for market research in Africa in the next few years. It will be an African showcase of innovations in market research and contribute to the body of knowledge in Africa, learning from mistakes made and successes achieved, with ample opportunity for research agencies, clients and supporting industries to network and form partnerships that promote quality, business and standards in African market, social and opinion polling research. The programme committee has started the task of ensuring a line-up second to none, and bookings will open in October 2016. See you there!*

The 100-day challenge: Make a difference

The objective of the 100-day challenge initiative is to drive positive change for the research sector, by encouraging individuals, companies and associations to take action on a number of important issues that will positively impact our future.

It is a call-to-action to challenge business leaders and research professionals to do something differently over a 100 days period and 7 specific challenges have been initiated across 3 over-arching themes:

Value to clients









Value to participants

Value to research businesses

Over the last few months we have promoted the 100-day challenge at events in Brazil, Finland, Peru and the US, and we would like to thank ABEP, APEIM, CASRO, GreenBook and SMTL for giving us the platform to do so at their conferences. We will continue to push the challenge at upcoming industry events, next up being MRA’s CRC Conference in San Francisco at the end of September.

Slowly but surely we are getting more people to take the challenge... to be part of the solution... making change happen one person and one action at a time, but we need more people to so!

Here is a reminder of the challenges:

<p>MAKE A DIFFERENCE</p>  <p><a href="http://grbn.org/grbn-100-day-challenge/">http://grbn.org/grbn-100-day-challenge/</a></p>	<p>INCREASE IMPACT</p>  <p>POTENTIATE A Data Intelligence Company</p>	<p>DEMONSTRATE ROI</p>  <p>hotspex INSIGHTS • INNOVATION • TECHNOLOGY</p>	<p>LEAD THE WAY</p>  <p>VISIONCRITICAL COLLECTIVE WISDOM STARTS HERE</p>
<p>LEARN NEW</p>  <p>SKILLS</p>	<p>BE MORE</p>  <p>TRANSPARENT</p>	<p>GIVE SOMETHING</p>  <p>BACK</p>	<p>IMPROVE THE UX</p>  <p>netquest</p>

Join the movement

The idea behind the challenge is simple: Visit the [“100-day challenge” webpage](#), select one of the challenges and sign up for the initiative. Your task is then to do something differently over the next 100-days to meet the objective of the challenge. It doesn’t matter how big or small your action is, so long as you make a difference; small streams... big rivers. We will follow up with you to see how you got on and report back at the beginning of 2017 on what all has been done. Many thanks to those in advance who step up and take the challenge!

Running a 100-day challenge workshop

We have also created a “how-to” kit to make it easier for people to run an internal event built around the challenge. We think this is a great way to galvanize a team around meeting its goals, whilst doing something for the greater good. Please [contact us](#) to get a copy of the kit.

Thanking our sponsors

We currently have 4 companies signed up as global sponsors of initiative and we would like to thank Hotspex, Netquest, Potentiate and Vision Critical for making that commitment to the future for our sector.



The Return on Investment from Insights – Driving growth

Two of the challenges are related to increasing the value to clients; on the one hand increasing that return on investment and on the other communicating more actively about the value of what we do. We see the measurement of this ROI from Insights as being integral to the communication of our value, and we are working to encourage more and more insights teams to measure their return, as well as to encourage more and more agencies to help them do this, as well as to demonstrate the value they are delivering to their clients.

As part of this initiative GRBN had the honour of hosting a panel session on this topic at IIX in Atlanta, getting some wonderful insights from the panelists on the practicalities of ROI measurement. We would like to thank Kathy Cochran (BCG), Lisa Courtade (Merck), Simon Chadwick (Cambiar) and Alex Hunt (Brainjuicer) for the great job they did on the panel, and I would also like to thank Lenny Murphy and the whole GreenBook team for their support. You can read more about Alex’s and Simon’s thoughts on the ROI from Insights in the following articles in this newsletter.

You can read more about why we think everyone in the industry should care about the ROI from Insights in an article posted on the GreenBook blog: [The Return on Investment from Insights – Part 1 – Why you need to care](#)

The next step in the process is to run another panel session on this topic at MRA’s Corporate Researcher Conference in San Francisco, so if you work on the client-side and have the opportunity to get to San Francisco, we look forward to having you take part in the discussion. You can find out more about the event [here](#).

10+1 tips for setting up a ROI Audit TODAY

In order to encourage more insights teams to have a go at making an audit report of the Return on Investment from Insights, the panelists at IIX put together a list of top tips:

- 1. Be realistic
- 2. Get Senior Executive buy-in
- 3. Segment your projects
- 4. Define your ROI variables
- 5. List your assumptions
- 6. Don’t forget cost savings and cost avoidance
- 7. Don’t forget qualitative evidence
- 8. Start with your budget hogs
- 9. Identify the drivers (and barriers) to ROI
- 10. Get your agencies on-board
- 11. Shout all about it

You can read more about these tips on the GreenBook blog here: [The Return on Investment from Insights – Part 2 - How to grow your budget](#)



Why we must change the Future-of-Insights

By Alex Hunt, Brainjuicer

*As we enter late-August and the dog-days of summer in a hot and humid NYC, it feels a lifetime ago that I had the good fortune to participate, alongside several industry thought-leaders, in a panel within the Future-of-Insights track at IIX Atlanta. At the time of writing, it was in reality only around 75 days ago. Not an extended period but three quarters of the way into the timeframe the GRBN 100 Day Challenge set for attendees to create research industry change.*

*So why is it vital for each of us – not only Future-of-Insights track delegates at IIX Atlanta – to drive research industry change, especially under the urgency of a 100 day deadline?*

*BrainJuicer, leaders in applying behavioral science to improve research method accuracy, could state a separate reason to urgently seek industry change for each of the 75 days that have passed since IIX Atlanta. Let’s rather focus on two data-points, both volunteered by the Future-of-Insights panel:*

- In their “Behind the Corporate Curtain” study, Cambiar/Boston Consulting reported that despite a close relationship between measurement of return on Insights investment and perceived strategic Insights performance, only 30% of companies’ measure Insights ROI today.
- BrainJuicer’s own “Future-of-Insights” study published in partnership with the World Federation of Advertisers (WFA), revealed a significant gap between how Insights professionals rate ourselves as “Strategic Consultants,” yet are perceived by a substantial proportion of Marketing stakeholders to perform as “Librarians”

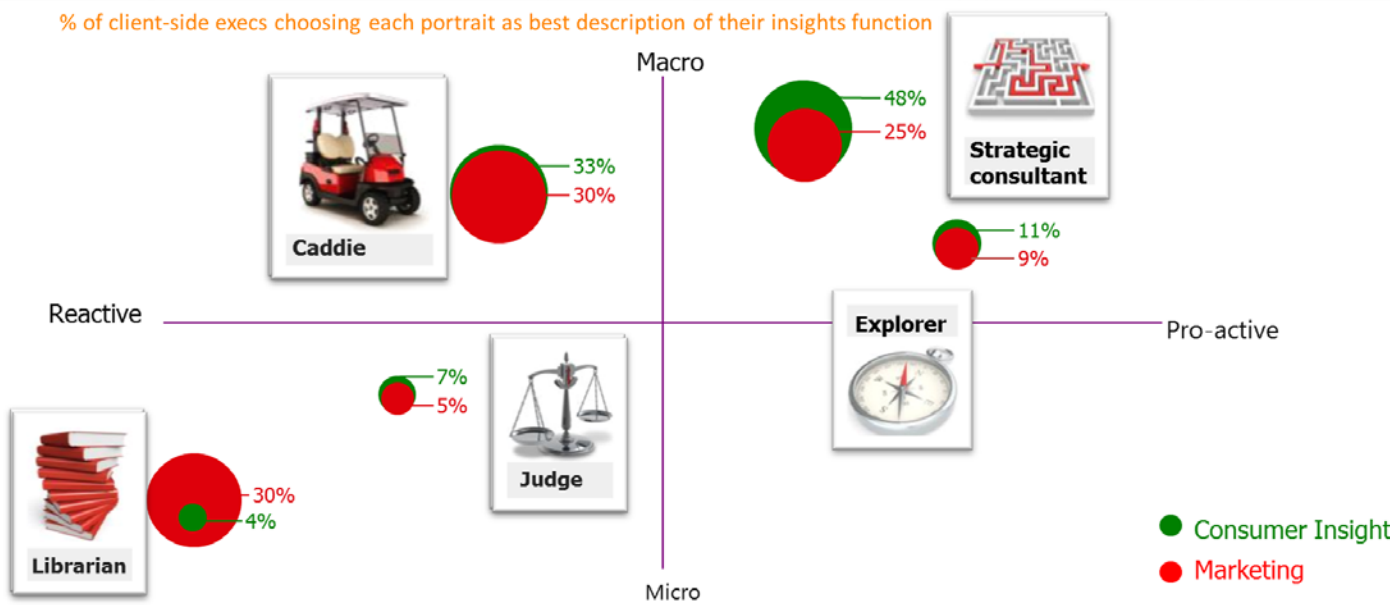
Continued overleaf...

Why we must change the Future-of-Insights (continued)

By Alex Hunt, Brainjuicer

Future-of-Insights | Insights function Currently

% of client-side execs choosing each portrait as best description of their insights function



Source: WFA/BrainJuicer Future-of-Insights Study, 2015  
n=300 senior marketing and insights executives from 94 global companies

Both data-points invoke a call for change across our industry; the Future-of-Insights panel suggested many actions. Here are two:

- Insights functions must implement processes to measure our own ROI, ironic given parts of our industry exist to monetize against the bottom-line efforts of marketing. Client-side departments and agencies should evaluate the impact every research study has on business growth for clients, monetarily where possible. Gone must be the days Insights are allowed to track their contribution by number of interviews or studies completed.
- When Insights has made a contribution to business growth, we must be more assertive at claiming our share of FAME for it. Too often our industry gazes enviously at our 'strategic consultant' counterparts in the creative world for their ability to market their

association with famous campaigns – though of course for every business-driving campaign many failures are left unclaimed. FAME for driving business growth, as well as measurement of our contribution, is a key principle for the future of BrainJuicer's research business.

So consider what change you can initiate in the next 100 days; a process to measure ROI for the investment your business or clients place in your insights work, effort to build your FAME and association with business growth, or any other myriad of issues on which the industry desperately needs change-makers. In 100 days the heat of NYC's summer will subside in favor of freezing temperatures; the data-points above indicate how each of us needs to act to change the Future-of-Insights before our industry enters its own ice age.

Alex Hunt, President – Americas, BrainJuicer

Alex has more than 15 years of marketing experience and a track record helping clients grow famous brands and develop award winning and effective communications. He is currently responsible for leading BrainJuicer – a global strategy and research agency – in the Americas, overseeing offices in New York, Chicago, Los Angeles, Miami and Sao Paulo, and was one of the pioneers of BrainJuicer's [FeelMore50™](#) – for three years a ranking of the world's most famous, emotional and effective advertising.

Before joining BrainJuicer in January '09, Alex began his career at Millward Brown, working across a range of large CPG, media, financial and retail clients in both the UK and US. His expertise lies in applying behavioural thinking to brand strategy, product development and communications assessment. Alex is a regular speaker at marketing and market research industry events including the ARF, Jay Chiat Planning Festival, TMRE, IIEF, MRA, AMA, CRC and CASRO as well as several US business schools.



Why measuring Return on Research Investment is good for your health

By Simon Chadwick, Cambiar



Whenever the subject has been raised in the last few years of measuring the return on anything related to marketing, advertising or research, hackles would very often be raised and loud proclamations be made of why such a thing is not only impossible but possibly downright undesirable.

Measuring the return on research, the mantra went, involved too many other variables that got in the way of linking research output and in-market performance. Distribution, competitive activity, recommendations not followed, changes in market dynamics. The list goes on. And, anyway, it's not about the research itself but about what other people do with it.

In sum, it's not a good idea and it can't be done.

Well, it now emerges that not only can it be done, but measuring RoRI is actually highly beneficial to the research department, its place in the organization and the way research is viewed and used. A recent study of the management of consumer insights in major corporations – conducted by Boston Consulting Group, Cambiar and Yale – found strong evidence that measuring research RoI is good for you.<sup>1</sup>

Actual measurement of RoI is not only strongly correlated with a perception of higher return but also much greater and more intense satisfaction among users (senior and line management) with the return that they are getting from their investment in research. The fact that this is so should not really be a surprise to us. If you hide your light under a bushel, how are people to know what it is that you have achieved for the organization? If, on the other hand, you not only measure return but then market that information across the business, people are much more likely to have a favorable opinion of what you do. Seems pretty obvious, really. And yet only 30% of organizations that we studied actually do measure RoI on research – why?

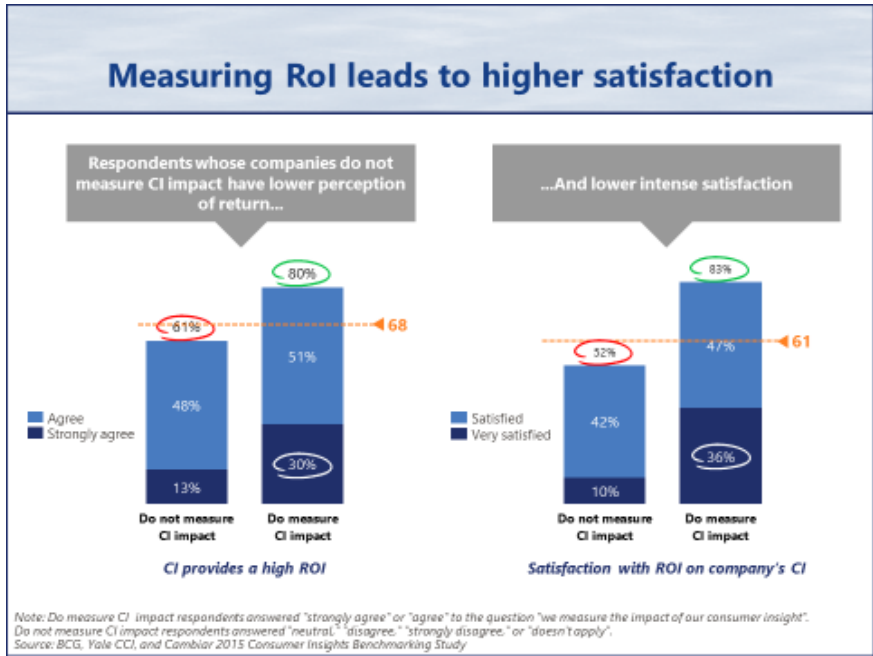
Most of the reason, we suspect, lies with the old mantra that it can't be done. But if nearly a third of organizations actually are doing it, it obviously can be done! How? Here are some thoughts – the list is by no means exhaustive and feel free to add to it:

- 1. Quantitative in-market performance (awareness, familiarity, sales) – even if some things changed between the research and in-market impact, there is no reason not to claim at least some credit for positive results;
- 2. Cost reductions and process improvements – if the research pointed to ways in which efficiency could be improved, talk about it;
- 3. Speed in decision-making – talk about the way in which research has become more nimble and business-focused;
- 4. Point to key insights that improved understanding at a senior level and the consequences of that improvement;
- 5. Qualitative and anecdotal evidence for improved business performance.

As a combined example of some of these, let me offer this anecdote: a consumer technology company's brand tracker was showing all indicators going in the right direction – but sales were declining. At the initiative of the MR department, ethnographers went into retail stores and quickly discovered the truth: the competition was bribing stores to cover up the client's goods and POS materials. Result: an increase of 20% in sales.

Now, what are your stories?

<sup>1</sup> The study was conducted in late 2015 among over 600 users and practitioners of research in over 90 major corporations.



Simon Chadwick is the Managing Partner of Cambiar. Before founding Cambiar in 2004, Simon was Global CEO of NOP World.



Simon was 2004 Chair of CASRO (the Council of American Survey Research Organizations) and currently sits on the CASRO Board; he has also been a member of the Board of Trustees of the Marketing Science Institute.

He and his colleagues at Cambiar publish the Future of Research (FoR) annual study of trends in the industry as well as the Cambiar Capital Funding Index.

In addition, Simon is Editor-in-Chief of Research World, ESOMAR's global magazine, and serves on the Board of Directors of a number of research-related companies. Simon is a Fellow of the Market Research Society. He holds an MA in Philosophy, Politics and Economics from Oxford University, England and has done post-graduate studies at both Columbia and Harvard business schools in Change Management and Strategic Management.



GRBN Learning Center –

Easy access to fantastic content

Improving knowledge and skills is one of GRBN’s key objectives, and the launching of the GRBN LEARNING CENTER (<http://grbn.eliademy.com/>) represents one of the key steps we are taking to achieve that objective. The Learning Center aims to raise the quality of research, increase its value to clients and improve research business performance globally, by providing easy access to high quality training and self-development opportunities.

Currently there are 40 pieces of content available through the Learning Center, made up of 10 on-line courses and 30 webinars, and further content will be added on a regular basis. We would like to thank our Content Providers for making their content available through the Learning Center.

The content currently covers the following topics:

Data protection

Leadership

Project Management

Techniques

Technology

We are pleased to announce that MRIA and RANZ (representing Canada and New Zealand) have become the first associations to sign up as Learning Center Content Marketing Partners.

This means that these associations will be able to offer their members discounted rates on the on-line training and webinars available through the Learning Center as a concrete membership benefit.

Over the months to come we expect many more associations to become Learning Center partners in order to offer discounted rates to their members.

Content Providers



Content Marketing Partners



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Trust, Innovation, Insight: Our Industry’s Reputational Challenge

By Jeff Resnick, Stakeholder Advisory Services

Every industry endures periods of tumultuous change. Ours is no different. How we collectively deal with the challenge of a changing environment will shape our legacy and determine the vibrancy of our future. From my perspective, our industry’s opportunities have never been greater but we must effectively address three key issues – trust, innovation and the delivery of actionable insights.


**Trust** is at the core of our business. If target audiences trust us, they freely provide their opinions, attitudes and allow us to track their web behaviors. Yet, as a [GRBN study](#) demonstrated, trust in our industry is in need of improvement. Trust is built through experience, interaction and demonstrating that our commitments to those sharing information with us are consistent with our actual behavior. Protecting the privacy of our respondents’ personally identifiable information (PII), respecting their time by ensuring the questions we ask are on target and visibly self-policing those in our industry who violate our code of ethics are all behaviors that build trust. There are certainly other mechanisms to build trust but getting these three right is essential to our future.

**Innovation** is core to the longevity of any business. Failing to innovate only leads to one outcome – falling behind your competitors at best, and business extinction at worst. Finding ways to build innovation into the culture of our businesses is essential to achieving success. While requiring concerted effort, ongoing innovation is eminently achievable. In my book, [Transformation IQ](#), I profile CEOs who accomplish this task.

Continual innovation not only improves our businesses but enables us to provide deeper insights to our clients, leading to their success. Innovation comes in many flavors – technology, methodology, analytics as well as other areas. We must always look to new horizons to ensure we keep ourselves and our clients competitive.

Generating **insight** may well be our most important challenge. The days of the multi-hundred-page PowerPoint deck are long over although some did not attend the funeral. It is no coincidence that the two most sought after skills identified in the [Q1/Q2 2016 GRIT survey](#) are ‘finding the story in the data’ and ‘data visualization skills’. Both are essential skills required to move from describing the data to providing the insight that enables action. I’ll also be a bit contentious here. Insight comes from individuals who can take a holistic view of their clients’ business. Elements required to accomplish this include well-developed business acumen on the part of the researcher and a willingness to share the business context and issues on the part of the client. As an industry, we need to ensure we bring professionals with the right skills sets ‘to the table’ and begin to move our clients in the direction of true collaboration where full details about their business issues and context are freely shared. Our reputation, our legacy, will depend on our ability to shape the view others have of our industry. We must own the responsibility to develop an unbreakable trust, continually find ways to bring innovation to our clients and move decidedly away from describing data to providing insights that make a tangible difference to our clients’ business.

If we achieve these three goals, we will be well on our way to sustaining our industry as a vibrant career option for generations yet to come.



# Got Data Overload?

Having enough data is not the problem. The challenge is how to organize your data streams into a "Single Source of Truth."

Attend this free webinar to see live examples of dashboards that connect the dots between data and enable effective communication and decision making.

Webinar: September 13th  
11am - 12pm EST

REGISTER NOW

About Jeffrey Resnick

Managing Partner, Stakeholder Advisory Services

Jeff Resnick is the founder of Stakeholder Advisory Services. He is a thought leader, trusted advisor to clients, business strategist and mentor. He serves his clients within the areas of reputational risk assessment, key account management and issues relating to business transformation and growth.

He served as President of Opinion Research Corporation’s US Group where, in addition to his responsibilities for managing top and bottom line growth he initiated and led the CNN/ORC International Poll, recognized as one of the premier polls of American public opinion. He is passionate about the requirement to transform the market research industry and is the author of the Transform blog carried on the Greenbook blog as well as CASRO’s CXO blog. Jeff had the honor of serving as Board Chair for CASRO in 2012.





Key Findings from the 2016 GRBN Trust Survey

Overall Trust in market research:

Definite room for improvement in many key markets

Earlier this year, in co-operation with Research Now and Dapresy, we set out to measure the level of trust in market research and to explore some of the drivers of that trust\*.

The first thing to note from the chart opposite is the generally low level of trust people have overall, even in the institute of government. This warrants an article of its own, but it is important because it sets the tone.

The results indicate that most people have a fairly neutral level of trust in market research companies, with 19% having a low level of and 15% a high level of trust... We see this as both a threat (if we do nothing) and an opportunity (if we take proactive action to build trust).

Relatively, we are currently not in a bad position, however, and out of the 17 different types of organisations covered only the police, local banks and local online stores are significantly more trusted. As can be seen from the chart opposite, the overall results hides significant differences across markets.

Looking at the country-by-country results, Germany and Brazil stand out as the only countries having a positive net trust index (top two-box % minus bottom two-box %). The Brazilian result is partly explained by their positive attitudes to things (even vis-a-vis other Latam countries), which can be seen in all the answers to this question (with the except of trust in government, which is unsurprisingly very low in Brazil).

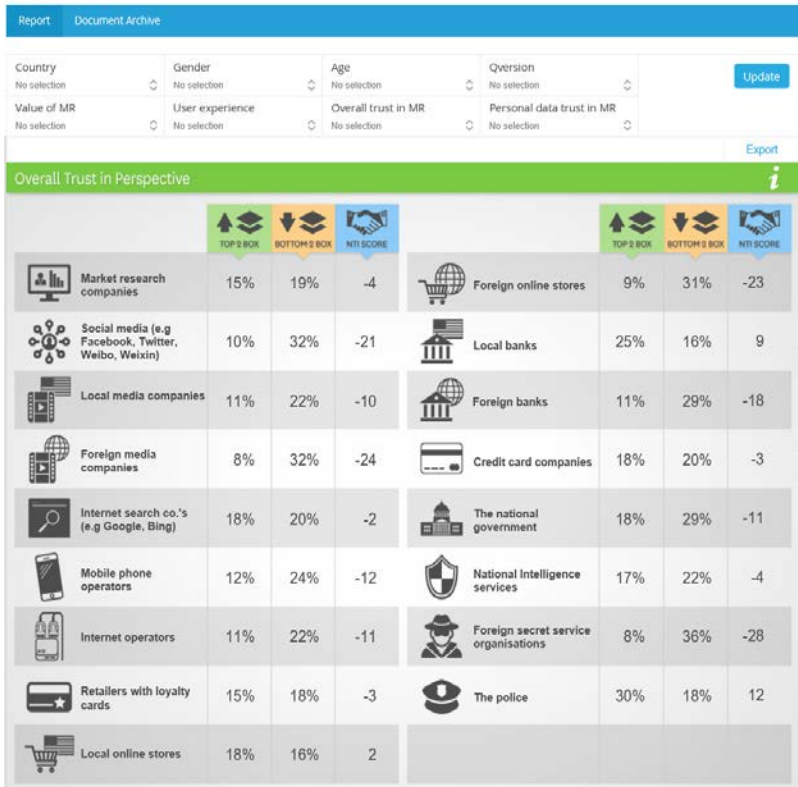
Relatively, across all three LATAM countries market research companies are relatively well trusted, ranked 3rd out of the 17 different types of organisations on trust, behind internet search companies (e.g. Google / Bing) and local banks.

In Germany, market research companies are ranked joint 2nd on trust, alongside local banks and local online stores, with only the police significantly more trusted. In a separate article in this newsletter, our German colleagues give some [great insight](#) into why that might be.

In contrast, if we look at the average across Australia, Canada, Japan, the UK and the USA, market research companies are ranked joint 9th out of the 17 different types of organisations.

You can see more of the survey findings in an [interactive dashboard](#) prepared by Dapresy.

*\* Fieldwork was conducted by Research Now through its online panel, and the survey was conducted in nine countries (Argentina, Australia, Brazil, Canada, Germany, Japan, Mexico, UK and US) in March/April 2016 with more than 9,000 respondents taking part. The sample for the survey was drawn to represent adults 18 plus in each country and data has been weighted to match the population in each country on key demographic variables. The total results represent an average for the nine countries and is not weighted to reflect population size.*



Our partners



Key Findings from the 2016 GRBN Trust Survey

Trust with personal data –

A time-bomb for our industry?

8-out-of-10 people surveyed say they are concerned about misuse of their personal data, with this figure still a high 78% amongst 18-24 year olds.

It is perhaps, therefore, not surprising that of the 17 types of organizations surveyed, only the police and local banks have a (marginally) positive net trust index with respect to data protection.

Overall 25% say they have a low level of trust in market research companies (and only 13% a high level of trust) to protect and appropriately use their personal data, making our industry ranked joint 6th alongside retailers with loyalty cards.

**Germany is the only country** amongst those surveyed where market research has a positive net trust index on this issue, ranking 3rd out of the 17 types of organisations, with only the police and local banks more trusted not to misuse personal data.

This might surprise many people in our industry, but many research participants (already giving research companies their personal data) do not consider our industry’s collection and use of their personal as appropriate, and 55+ year olds are more likely to find the collection and use of personal data by market research companies inappropriate (35%) rather than appropriate (22%).

We are pretty sure that amongst people who never or seldom take surveys these numbers would be much worse.

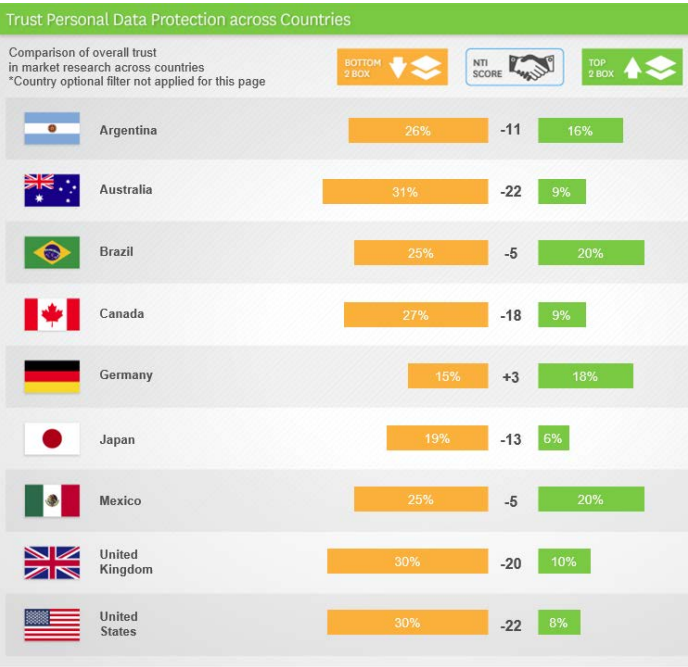
Our earlier research into this issue gives some insight into why this is... The 2014 survey found that people consider many types of the data we collect to be sensitive personal data, for example; more than one-in- four people considered the following, amongst others, to be sensitive personal data; their IP or MAC address, their location data via their mobile, their picture and their email address.

Are we sensitive enough to this sensitivity when we ask for these things?

Communication and transparency are key!

Four-in-ten people answering the survey do not feel well informed about how market research companies collect, store and use personal data. Amongst those having a low trust in market research companies that proportion rises to over six-in-ten.

Whilst we could argue, which is the chicken and which is the egg, that argument is rather irrelevant. The fact remains that people do not consider themselves to be well informed, period. So the onus is on us to inform them with transparency and in a way they understand. This is one of the key objectives of the **GRBN Building Public Trust Programme**, which you can read more about [here](#).



Data security risk?

Another issue is data security, with half of people (survey-takers) concerned whether their personal data held by market research companies is securely protected.

Whilst this concern is no doubt also existing with respect to other personal data controllers, that does not reduce the seriousness with which this matter should be treated.

Whilst to date there has been no concerted effort (to my knowledge) by criminals to target the market research industry for personal data theft (or indeed industrial espionage), I believe it is only a matter of time before we are targeted. And when that happens, we had better be ready. First and foremost, in terms of preventing attacks from a criminal element, which is becoming more and more sophisticated in its methods, and secondly in dealing with any breaches.

Attacks are one thing. Human error is another and equally serious risk. Market research companies dealing with personal data need to have policies and procedures in place to deal effectively with the issue of information security, and serious consideration should be given to acquiring ISO 27k if your company does not already have it.

An excellent source of information on information security and the implications for market research companies is the GRBN Learning Center, where you can find a number of webinars produced by CASRO dealing with this issue from a number of critical issues perspective.

CASRO WEBINARS

Your people, Your technology, Your service providers, And your processes all pose potential risks.

Information Security Risks Are Everywhere

Viruses and hackers shouldn’t be your only concern. Did you know 36% of employees still had access to systems after they left the job? And 73% of vendors were given access to company systems without the same diligence of security and training? A data breach can be catastrophic to your market research firm. To adequately protect your business, you must take a serious, 360-degree approach to information security.

This [CASRO webinar series](#) addresses each facet, as experts from within our industry and outside it share their experiences, advice and best practices to help you eliminate risk exposure.

Key Findings from the 2016 GRBN Trust Survey

Perceived value of research

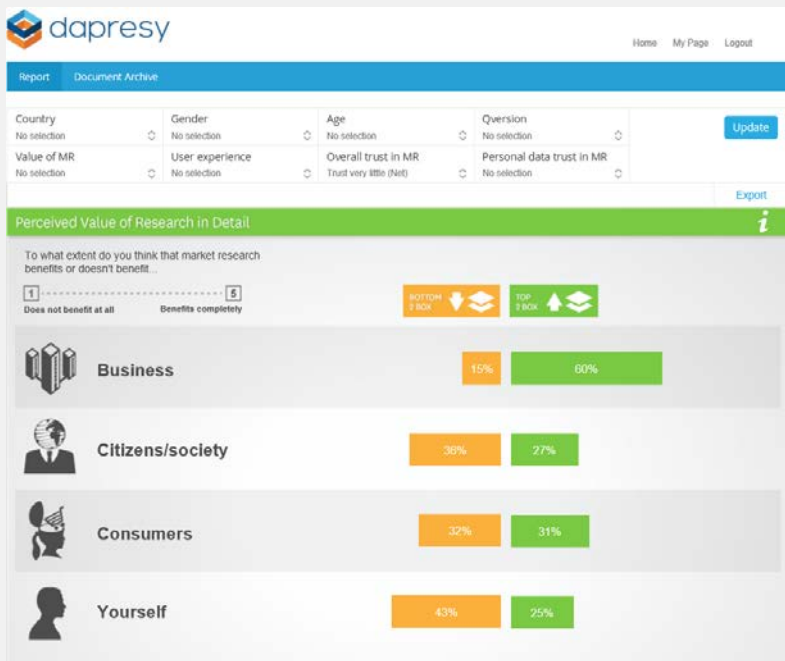
An opportunity we are missing?

Whilst seven-in-ten (survey takers) see that market research benefits business, only four-in-ten see it as benefiting themselves.

As the chart opposite shows; amongst those not trusting market research companies this latter figure is as low as one-quarter.

In a world where most people have considerable pressures on their time, and a world in which “what’s in it for me” is an often asked question, this is no doubt much to be gained by our industry if we can convince people that participating in research does add value to them as both consumers and citizens.

This is something we will be exploring more deeply in our follow-up survey on user experience. We would like to thank our partners on this survey, Dapresy and Research Now, without whose contribution this work would not be possible.



Length of surveys, enjoyability and mobile-friendliness all key to improving the User Experience – Further research-on-research underway

The Trust Survey also dealt with the issue of the (online survey) participants’ experience. Four-in-ten respondents say they find most, if not all, of the surveys they take too long. The enjoyability and mobile-friendliness of many surveys are also considered to be problems by many respondents.

Even though across the nine countries, PCs/laptops are still the dominant medium through which surveys are taken (67%), mobile phones now account for 21% of surveys taken. In the US, that figure is up to 36%; and in the US among 18-34 year olds, a staggering 54% of online surveys are taken on a mobile phone according to this survey. You can read [here](#) a thought-piece by FocusVision’s Aaron Jue on the importance of mobile.

We will get back to this issue in-depth in our next newsletter, as we are currently conducting further research-on-research into the research participants’ user experience. Building on the GRBN Trust Survey and the great work done by Kerry Hecht, Jessica Broome and Tom Anderson in the area of Participant Experience, and which was [presented at Ilex](#) in Atlanta, we are going to dive deeper into exploring the issue of User Experience.

The objective of the research is to feed into the Building Public Trust programme, by generating insights and creating stories, which will inspire the research sector to:

- 1. Increase participant engagement and response rates
- 2. Encourage more, and different types of people, to take part in surveys
- 3. Improve the participants’ experience with taking on-line surveys
- 4. To convince researchers to put more focus in their planning processes into improving participant experience

We would like to take the opportunity to thank our partners on this project:





Top 3 Trends in Mobile Surveys

Mobile-friendliness is becoming a key driver of a positive research participant experience. Aaron Jue, Market Research Director at FocusVision, shares insights on the importance of mobile.

Each year, we analyze the millions of surveys hosted on our online survey platform, Decipher, to get insights into respondent survey-taking behaviors and investigate the latest mobile survey trends including these three key trends market researchers need to know.

Trend #1: Online survey starts from smartphone devices continue to grow

Mobile devices represent close to 30% of all survey starts (Figure 1). The mobile growth trend in online surveys follows the overall global trend of device usage. Industry analysts forecast smartphone subscriptions from 2015 will double to 6.4 billion worldwide by 2021.

As smartphones increasingly replace the PC for primary internet usage, we expect that the population of smartphone survey takers will follow the same trend.

<http://www.ericsson.com/res/docs/2015/mobility-report/ericsson-mobility-report-nov-2015.pdf>

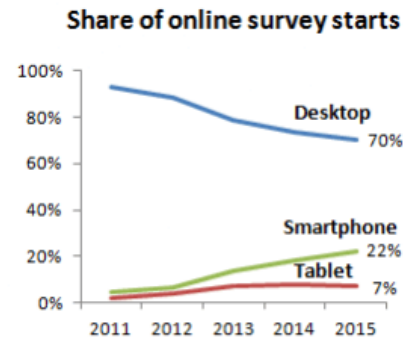


Figure 1. Percentage of survey starts by device. Data aggregates studies from Decipher's highest volume accounts. Base size: 5M+ per year

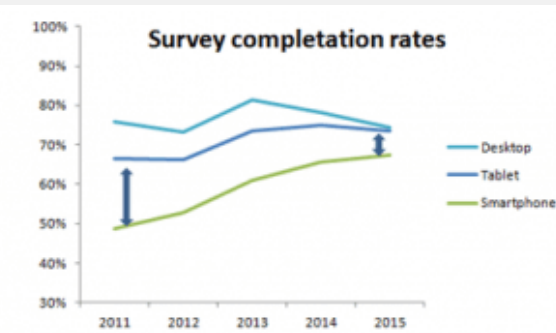


Figure 3. Completion rates by device. Data aggregates studies from Decipher's highest volume accounts. Base size: 3M+ per year (desktop); 200k+ per year (tablet); 500k+ per year (smartphone)

Trend #2: Mobile friendly surveys = improved participation rates

Mobile survey participation rates have steadily improved while participation rates for desktop users have remained stable.

This reflects Decipher client projects which, over the years, have increasingly deployed mobile friendly surveys. We're constantly discussing best survey design practices for mobile devices and these have been tested and put to good use. By default all surveys hosted on the Decipher platform employ a responsive survey design with options for many dynamic and mobile friendly question types (e.g. card sort, buttons).

Researchers are adjusting to the needs of the growing usage for mobile devices, and survey designs have gotten better and smarter.

Trend #3: Mobile penetration depends on sample source

The level of mobile participation for a given survey depends on the sample characteristics. It is known, for instance that in the US, minority groups, youths, and upper income individuals show higher incidence of smartphone use.

Whether a survey employs panel sample or client supplied sample (e.g. list of customers) has a tremendous impact as well. When a client-supplied list is used, more than a quarter of respondents access the survey using a smartphone; that number falls to 10% for panel respondents (Figure 2).

Panel supplied sample has always had far fewer smartphone survey takers. We suspect that's because this population expects to receive surveys, and will use a PC out of habit or for the better survey-user experience (i.e. larger screen size, mouse / keyboard input). But the number of mobile panel members is growing and has more than doubled since 2013. Besides the increasing reliance on smartphone devices to access the internet, the growing industry acceptance and deployment of smartphone friendly survey designs are undoubtedly driving this trend.

[http://www.pewinternet.org/files/2015/03/PI\\_Smartphones\\_0401151.pdf](http://www.pewinternet.org/files/2015/03/PI_Smartphones_0401151.pdf)

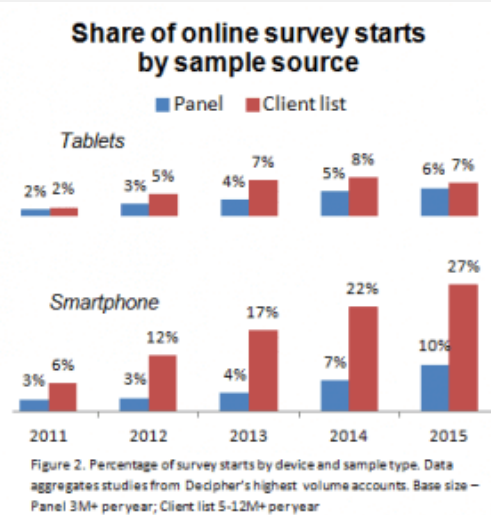


Figure 2. Percentage of survey starts by device and sample type. Data aggregates studies from Decipher's highest volume accounts. Base size – Panel 3M+ per year; Client list 5-12M+ per year

Things Market Researchers MUST Consider in 2016

As the mobile population continue to grow, it's becoming increasingly clear that researchers must adhere to mobile friendly principles for online surveys. We can no longer simply resize surveys designed for the PC and serve them on a smartphone without any regard for the smaller screen. It leaves respondents frustrated with tiny text, input buttons, or horizontal scales partially cut off from view. A survey that is friendly and optimized across all platforms drives better data and higher respondent participation.

About Aaron Jue, FocusVision Market Research Director

With more than 10 years of full-service online survey knowledge and research, Aaron Jue keeps FocusVision at the forefront of new market research trends and best survey design practices to maximize response rates and data quality. His role is to capture key internal business performance metrics and FV customer insights.



Trust in Market Research: The German success story



Bernd Wachter, CEO of Psyma Group AG and board member of both the ADM and the "Initiative Markt- und Sozialforschung, shares his views on why the German public have a relatively high level of trust in market research. It makes fascinating reading. The way the German industry has come together to invest long-term in building trust through informing the public

of the value of research and why market research is different from direct marketing / selling, is a lesson for us all. We strongly commend the Germans on their hard work over the last 12 years and congratulate them on the results they have achieved.

GRBN works on increasing the trust the general public has in market research. To better understand the drivers of trust, GRBN has just completed a nine-country survey into this issue.



The result shows a comparably high level of trust in market research in Germany. An insight that might be surprising as German population is known to be rather suspicious of data (mis-)use, thus giving the country among the highest standard of data protection laws. The declaration of the German research associations concerning the ESOMAR Code of Market and Social Research also tightens the rules set by the European research community. So what are the reasons for Germans trusting MR more than this is the case in other countries?

One obvious reason for the higher trust of Germans in MR lays in the high statutory level of legislation and industry standards when it comes to data protection. In other words: there are good reasons for Germans not to suspect data misuse and to trust personal data protection instead (highest trust level among all participating countries). The acceptance declaration of the ESOMAR codex actually states: “Even if individual participants of a study explicitly express the request that their data are transmitted to the client also in a non anonymised form one may not comply with this.”

But this is not the only explanation for Germans’ high trust level in MR. User experience (survey length, convenience, enjoyment etc.) is best in Germany and participants perceive the highest value of market research – for business, society, consumers in general and – last but not least – for themselves.

This is exactly the message, the “Initiative Markt- und Sozialforschung” (IMSF) wants to convey. It was initiated in 2007, jointly founded as a separate legal entity in 2011, and is financed by the German associations of market and social research (ADM, BVM, DGOF and ASI). This initiative has the aim to inform the general public about the value of research and teaches how to differentiate between MR and direct marketing/sales. It provides the promise that MR never advertises or sells products and services, but treats personal data perfectly securely and separates them from survey data. To reach this target, IMSF utilises different channels to communicate to the population. An advertising campaign for print and radio has been developed and is broadly used. The campaign logo clearly states “anonymous – data protected –

no sales” and invites to participate in MR. The website serves as a central element of the campaign, delivers detailed information including FAQs and provides direct feedback possibilities to be answered by the IMSF’s administration office. Since 2011, a yearly “Tour of Market Research” is conducted with tour stops – supported by local research companies – in the pedestrian areas of 10 German cities. Still in the early stages – but scheduled – is the use of social media as a communication channel. All these and further activities are supported by press relations, obviously have an effect and improve the level of trust in market and social research.



One of the aims of the GRBN Building Public Trust programme is help associations across the globe undertake similar initiatives. You can read more about the Building Public Trust programme [here](#). If you are interested in finding out more about the programme or in supporting the work, please [drop us a line](#).



GRBN Building Public Trust Programme

Does trust matter?

We think it does. We believe that increasing the level of trust in our industry will enable market research companies to deliver value to clients and to remain profitable into the future.

In order to deliver accurate data and valuable insights efficiently and at speed we need to have a large pool of people willing to take part in research, either actively or passively.

We believe this is a matter of urgency and that the industry needs to act sooner rather than later on this issue. The cracks are already beginning to show. If you missed it in our last issue, I suggest you read Peter Mouncey’s [excellent piece](#) on the UK polls inquiry.

We would argue that we use some of our best methods for polling and therefore the conclusion must be that we are also, at least now and again “getting it wrong” with our insights on commercial projects. Unlike the polls, there is, fortunately, no immediate “truth” to catch us out on commercial projects, so we can “get away with it”. If a product is launched and fails despite the recommendation of market research to launch, there are many other things to blame. However, as the world becomes more digitalised the “truth” will catch up sooner rather than later also with respect to commercial research.

“Good enough research” – Really?

We don’t need the accuracy of polls some people argue, we just need “good enough” results. Whilst that is perhaps fair enough, the problems lies in the fact that we have no accurate measure for what is “good enough” and when does it turn “bad”.

When you buy a piece of rope you know how much weight or tension it can take before snapping; you know when the rope is good enough.

Buyers of market research do not have that luxury, so if you cannot measure quality, why pay more for quality?

What we need is a set of tools for measuring quality or in other words for measuring the degree of risk being taken by buyers under different quality parameters. Until we do, opting for “good enough” might well be “dead wrong” in practice. Certainly not good for clients, but also not good for the industry in the long run.

No burning platform – why bother?

Our biggest challenge is apathy... “we don’t have a problem today”... History teaches us, however, that once you have a burning platform it is too late, or at least very costly and time-consuming, to repair the damage. Therefore building goodwill is key; it is an investment in our future, in many ways the onus is on us to act globally like the Germans have acted locally for the last 10 years.

A programme has been devised by GRBN to tackle the issues head-on, not only from an industry perspective, but from the perspectives of market research companies as well as clients. The key objectives of the programme are shown opposite. In practical terms the work involves producing a set of toolkits for associations and their members to use to build trust

The programme is in place and the key is in the ignition. All we need is fuel in the tank. We are looking for associations, companies and individuals to partner with us and support this programme. If you are passionate about trust, data protection, the user experience and/or the value of research to society, then we hope you will partner with us. The more partners we have the more we can achieve more quickly and the more the burden is shared. Please [contact us](#) to find out more about the partnership opportunities and benefits to partnership.



1. Communicating the value of research to people as consumers and citizens
2. Increasing transparency and the level of trust around the use of personal data
3. Improving the research participant experience

Participant engagement toolkit

Transparency toolkit

Advertising & communications toolkit



## Trust in market research – 5 actions we need to take to turn a threat into an opportunity

There is a lot of hype around Pokemon Go at the moment... which is certainly well justified given the usage numbers... and a lot of articles written on what the research industry can learn from its success.

One of the key conclusions is the reminder of the stiff competition we face for a slice of people's time, especially with respect to smart phone users. People really do have an unlimited choice of ways to spend their time, Pokemon Go being just another one, and one can expect that this competition will only get fiercer as technology evolves, as augmented reality applications become mainstream.

This change in the competitive landscape has some huge implications for our strategy as an industry, as well as individual companies within our industry. Here are just five of them:

### 1. Give people a first class user experience

Active-participation-based research is still the bread and butter of our industry, either quantitative or qualitative, and if we want people to willingly give up their time for us, we need to respect them for that and give them the best user experience we can. We need to introduce participant-centricity as an integral part of our research design processes, alongside client-centricity. For example, our research shows that in the minds of many participants, too many surveys are unnecessarily long and unnecessarily boring.

We are quick to tell our clients to improve their user experience, so we need to take our own medicine. We cannot afford to abuse people's goodwill and create negative impressions in this word-of-mouth driven world. The race to the bottom really is just that, and there is no gold at the bottom of this barrel.

In contrast, giving people a first class user experience can lead to positive word of mouth and more people being willing to say YES to research when we "knock on their door".

### 2. Embrace new techniques and new technology

We mustn't see technology as an enemy, but as an ally. Not only does technology enable us to deliver better data and insights to clients, it enables us to engage with participants in new ways.

Increasing the deployment of passive data collection techniques will enable our industry to ask less questions and therefore take up less of people's time. Increasing the use of gamification and other in-research techniques will improve the user experience, and new technology such as virtual or augmented reality will enable us to give people a totally new way of experiencing research. Increasing the use of Artificial Intelligence will also enable us to ask less questions, and perhaps more importantly to ask fewer, but more relevant questions.

As we ask people to interact with us in new ways, trust becomes even more critical. Our research shows that most people are concerned about misuse of their personal data. Sure, many people choose to give up their data, despite this concern, in return for value but that not does necessarily decrease the level of concern. One could even argue, that the act of consciously giving up your personal data despite your concerns, for example Pokemon Go, might even decrease the trust in others asking for your data, for example a market research company.

Trust is not absolute. It is relative. It is relative to trust in others and relatively to what is being asked and what is being given in return. We seem to be living in a world of distrust, as witnessed by the incredibly low trust in government we found in our Trust Survey. If we do not trust the people we elect to lead us, then who can we trust.

### 3. Play to our strengths

Let's face it, we are never going to beat Pokemon Go on entertainment value, just like we are never going to beat Facebook on social value, and just like we are never going to beat Google on information value. So we need to play to our strengths to compete for people's time.

So what is our value proposition? Our USP?

We would argue that at its core our value is the benefit people derive from having other people make decisions based upon their input, with that benefit being either as a consumer or a citizen.



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Trust in market research – 5 actions needed to turn a threat into an opportunity? (Cont.)

Sure, we also do things which do not add value to people, or at least not very directly, but what other industry has the power to so broadly affect people’s lives in such a positive way? Perhaps we need to borrow from the core definition of marketing: “enabling people’s needs and desires to be met”, and use this “reason to believe” along the lines of “Intel inside”.

Our [research](#) shows that relatively few people perceive the benefit of market research. We believe we are punching under our weight in this respect and therefore in addition to playing to our strengths we need to proactively communicate about the value we are delivering.

4. Flex our muscles and use our elbows

Just like we need to fight with competition outside the industry for clients’ budgets, we need to fight for people’s time.

We need to communicate much more actively about the good stuff we do, about the benefits to people as customers, consumers and citizens. This is one goal of the GRBN Building Public Trust programme, which you can read about [here](#).

Whilst part of the solution could be advertising, we believe we can make good use of both social media and participant interactions to spread the word.



5. Do some (more) good

Whilst we already add a lot of value to society, I am sure if we put our minds into it, we could do so, so much more. We could use our skills to positively impact key challenges the world is facing or on more a micro-level to positively impact the local communities where we work.

Paragon Partnership is a fantastic initiative, the goal of which is to use data and insight to improve people's lives. Paragon was created create input to tackling the 17-point plan of the UN Global Goals - end poverty, combat climate change, and fight injustice and inequality around the world.

To find out more about the initiative and to get involved visit <http://www.paragonpartnerships.com/>

Let’s do more pro-bono work.

Wouldn’t it be great when we say “say for disturbing you” the response is “not at all, you guys are doing a great job, happy to help!”

Taking actions on these points on an association, corporate and individual level, will help us building a relationship with the public built on trust, which will help ensure a positive future for industry.



The choice is ours... everyone of ours. If you agree with the above analysis and want to help co-create a positive future for your sector, I encourage you to take a [100-day challenge](#) or partner on the [Building Public Trust programme](#).

Together we can create a bright future, so join the movement!

Shark tank winners on the future of our industry

By Rasto and Maros Ivanic, GroupSolver

GroupSolver saw off some stiff challenges to win the Shark Tank Competition at the CASRO Tech & Innovation Conference in June. We invited the founders of the company to share their point of view on the future of our industry:

*We are research is at the crossroads. For decades, we have relied on tried and true techniques to extract customer insights. While the implementation of these techniques has evolved—paper surveys have given way to online surveys and qualitative research now draws on the insight from online communities—the research methods have remained reliably stable.*

*However, technology has now been knocking on the door for some time and it is announcing itself with the arguments that cannot be easily dismissed. Exciting new methods such as facial recognition, eye-tracking, and semantic analysis have already established themselves as reliable ways to get deeper insights into consumer behavior. It is inevitable that rapid advancements in the natural language analysis, machine learning and generally faster and sophisticated computing capabilities are making it less necessary to ask customers to complete long and rigorously structured surveys or for market researchers to rely on surveys as the principal source of primary research.*

*We believe that the future of market research lies in making the interaction of primary data (both quantitative and qualitative) with secondary data (big data, click-stream data, etc.) much more fluid and seamless. Our expectation is that primary research will become significantly less structured than we are used to seeing in online surveys. We expect that our ability to understand better the language of respondents, in real time, will allow us to ask more open-ended questions and to interact with their responses in real time.*

*The lessons drawn from big data research and new purpose-built methods will make dealing with the ambiguity of unstructured responses a much simpler problem. Today, a key drawback of natural-language answers is the need to code the responses, which makes it a slow, expensive and relatively imprecise process. But the fast pace of innovation in semantic analysis, machine learning and artificial intelligence methods is starting to allow us to structure unstructured data faster and with more precision. These innovations will help researchers seamlessly merge qualitative insights from primary data with existing secondary data to discern customer insights without significant loss of validity and while preserving data quality.*

*Perhaps all this sounds like a guess about the faraway future of market research. However, we would like to argue that seeing this future does not require a crystal ball. Instead, the future is close enough to be seen with a pair of open eyes. At GroupSolver, we have developed and deployed a methodology to capture consumer insights with a small number of open-ended questions. Without the need to code the answers, our methodology identifies the answers that represent the respondents' consensus which can be statistically validated. We have shown that it is possible to build a dynamic customer insights tool that learns from respondents and focuses automatically on the important answers. If the future of market research is not here yet, it surely is marked in our calendars*

**Rasto and Maros Ivanic are co-founders of GroupSolver – an innovative customer insights and market research platform. Before GroupSolver, Maros was a research economist with the World Bank, and Rasto was a management consultant with McKinsey & Company and a head of business development at Mendel Biotechnology. They both received their PhDs in Agricultural Economics from Purdue University.**



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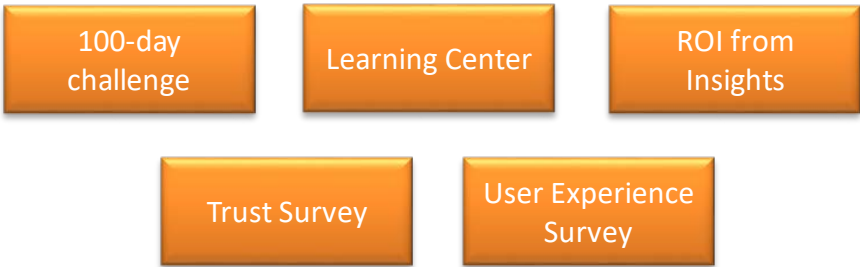
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GRBN 2016 initiatives – Thanking our partners

2016 was a hallmark year for GRBN. Through the generous support of our partners we have been able to implement a number of new and exciting initiatives, the key ones being:



We would like to thank our 2016 partners for their support! Please click on the logos to visit their websites and find out more about their services.



2017 partnership opportunities

Partnering with the GRBN is good for business, as well as being good for the industry.

We have ambitious plans for 2017 to further boost our efforts to promote and protect the global research industry, and we need partners to help us achieve our goals.

In return for your support we can offer a wide range of exciting partnership possibilities.

If you are interested in marketing to a global audience of decision-makers in the research and insights space, then partnering with GRBN should definitely be part of your marketing mix for 2017. [Contact us](#) to find out more.

Upcoming events

Please visit the [GRBN event calendar](#) to find out more about upcoming events.

Click on the titles below for more information on the events and to register

- [1<sup>st</sup> & 2<sup>nd</sup> September – AMAI Event: Consumidores, Audiencias y Votantes, Mexico](#)
- [2<sup>rd</sup> September – RANZ REAs: Research Effectiveness Awards, Auckland, New Zealand](#)
- [8<sup>th</sup> – 9<sup>th</sup> September – AMSRS National Conference, Melbourne, Australia](#)
- [22<sup>nd</sup> September – MRS Luxury Research Conference, London, UK](#)
- [13<sup>th</sup> October – MRS Technology & Data Summit, London, UK](#)
- [24<sup>th</sup> – 27<sup>th</sup> October – CASRO Annual Conference, Park City, Utah](#)
- [26<sup>th</sup> - 27<sup>th</sup> October – Ideas AMAI 2016, Mexico](#)
- [27<sup>th</sup> October – MRS Customers Exposed 2016, London, UK](#)
- [3<sup>rd</sup> November – MRIA Net Gain 2016, Toronto, Canada](#)
- [14<sup>th</sup> – 15<sup>th</sup> November - 2016 APRC Conference - Collective Intelligence, Tokyo, Japan](#)
- [17<sup>th</sup> November – MRS Financial Services Research, London, UK](#)
- [24<sup>th</sup> November – MRS Methodology in Context, London, UK](#)



2016 APRC Conference - Collective Intelligence

The theme of the 8<sup>th</sup> annual APRC Conference in Tokyo this year is “Collective intelligence”. We believe that the next generation of marketing research will be built by the collaboration between one another, rather than one individual or company possessing all the skills.

The JMRA have the honour of hosting the annual APRC conference for the second time this year. If you have missed the first time Japan hosted the conference in 2010, we advise you to come and join us this time. For more information please visit the APRC website <http://aprc-research.com/events-conferences/tokyo-japan-14-15-november-2016>

About The GRBN

The Global Research Business Network is a not-for-profit organization founded by the three regional federations - APRC, ARIA and EFAMRO, and now incorporating the newly formed fourth federation, AMRA.

The GRBN connects 45 national market, social and opinion research associations, who represent 88% of the global industry in terms of turnover. GRBN also connects over 3500 research businesses on six continents.

GRBN’s mission is to promote and advance the business of research by developing and supporting strong autonomous national research associations. More information on the Global Research Business Network is available at [www.grbn.org](http://www.grbn.org).



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