

## CHAIRMAN'S REPORT



**Tony Dent**  
Chairman

As chairman of **AIMRI** it is always a pleasure to welcome our new members and to see their profile on our website and notes in Synergie. **Slowly but surely AIMRI is once again growing**; particularly within the BRIC countries and other economies which are increasingly **important to International Trade**.

That is, of course, exactly as it should be. That fact means that **AIMRI** is also

gaining increased attention in some more established economies, particularly in the US and I thank our council for their efforts over the past months to increase the value of membership. I am sure we all agree that one way of increasing the value of membership is to have **more members to connect with!**

For that reason **AIMRI** council had chosen to exhibit at this year's **ESOMAR** congress for the first time and, due to the success of that initiative, we are now actively considering extending **AIMRI** 'villages' to include next year's **ESOMAR** congress in **Dublin and Le Printemps des Etudes in Paris!**

We will possibly also be looking towards presence at a suitable US conference in future. Our presence at these trade shows not only benefits those member companies actually exhibiting but **enhances our image throughout the industry**, thus benefiting us all.

So I hope that many of you will have the opportunity to visit the village at

**Research and Results** and will also attend our conference in **Munich on the 24th October**. The latter promises to be a very interesting review of the issues presently facing International Research and will be fully reviewed in the next issue of Synergie.

The future of **AIMRI** conferences have been the subject of a council sub-committee chaired by **Jack Semler of Readex (US)** and council have adopted their recommendations to focus primarily upon a **2-day Annual Conference, to include the AGM**, and the date for next year will form part of the discussion at this year's **AGM in Munich (4.30pm Friday, 24 October)**. The committee have also suggested we should have **two other 1-day conferences each year** and we will welcome suggestions as to dates, venues and themes.

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## WHAT'S BOTHERING YOU? - AIMRI MEETS IN MUNICH



***AIMRI are holding our own conference "What's bothering you?" on Friday, 24 October, immediately following the Research & Results show, where we will be discussing the practical issues facing your business on a day-to-day basis.***

***See page 3 ...***



Finally, conference committee have recommended that **AIMRI** should introduce webinars and that initiative has now entered the planning phase. Members may wish to extend their own exposure to the International Research community by taking the opportunity to sponsor one or more event!

Further opportunities to increase the awareness and image of member companies is provided by joining the special **AIMRI** advertisement in one or more of the relevant marketing publications - Marketing Etudes (France), Planung & Analyse (Germany), MR Showcase (UK) and the two US publications, the GreenBook and Quirks Researchers Sourcebook. As with the **AIMRI** village, these advertisements increase the awareness and image of our Alliance and thus

benefit all members as well as the immediate participants.

Finally, returning to the theme of our **growing membership**, it is important to also pay tribute to the loyalty of our core membership. We are conscious that many so called 'advanced' economies remain severely challenged and, accordingly, I shall again be recommending to council no increase in fees for the next 12 months. I hope they will agree.

With very best wishes to you all,

**Tony**

PS - Please note that next year the UK Insight show is back! However it will be much earlier in the year - April 29th & 30th.

## CHAIRMAN'S NOTES

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Munich



### From the organisers

Research & Results welcome **AIMRI** and its members exhibiting in 2014. Over the years R&R has developed from a national into a truly international market research show. And the continuous and increasing presence of **AIMRI** has significantly contributed to this development. This year, visitors from Germany and abroad will find a range of market research that is larger and more impressive than ever before. That holds true for the **AIMRI** village as well: it has never been bigger! We appreciate that and we would like to thank **AIMRI** and all member companies coming to Munich.

For further information:  
[www.research-results.com](http://www.research-results.com)

### From the villagers

**SpiderMetrix.com** is pleased to have joined **AIMRI** and be given the opportunity to be part of the village in Munich in October 2014. We are members of a number of organisations, however, **AIMRI** appears to be the most pro-active in assisting its members to gain exposure and provide them with networking opportunities. Even though recently joined, we are already seeing results from our investment and expect to create more strategic partnerships during the exhibition. We're excited to be here and we'll most likely see you in London in April as well! (from **Australia**)

Allowing **GMO Research** to have a booth under the **AIMRI** village at the Research & Results event has been a great advantage and we would like to express our gratitude to **AIMRI** for helping to increase our exposure. This marks our third year and we owe our success year after year to **AIMRI**. (from **Japan**)

**Sample Answers** exhibits within the **AIMRI** village for three primary reasons a) it's cheaper, b) the opportunity to Network with other members, c) the Village (and other members) helps expand the number of persons visiting our stand. (from **UK**)

**Research & Results 2014**  
THE MARKET RESEARCH SHOW

**AIMRI Village  
larger than ever  
at R&R**

... see also page 7.

### R&R Exhibition

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### Munich conference

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### New members

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## PRACTICAL ISSUES TO BE DISCUSSED AIMRI MEETS IN MUNICH

AIMRI will be back in Munich for the **Research & Results** show (22nd and 23rd October) where Council members will be manning a stand in the **AIMRI village** for members and friends to stop by for a rest and to meet fellow market research professionals attending this exciting exhibition.

AIMRI are also holding our own conference "**What's bothering you?**" on 24th October, immediately following the show, where we will be discussing the practical issues facing your business on a **day to day** basis.

Among the papers will be one from **AIMRI member Gordon Adams** (see page 8). Gordon looks at the research industry from three different perspectives - those of **research agencies, clients and consultants**. His queries are:

- What upsets agencies?
- What annoys clients?
- What frustrates consultants?

Another speaker is **Dieter Korczak, Past President of ESOMAR and Managing Director of GP Forschungsgruppe, Munich**.

He will present a reflection of the **VUCA** world in market researchers daily work?



**John Mackay**  
Mr Sample Ltd  
Amersham, UK  
Conference Chairman

**VUCA, short for volatility, uncertainty, complexity, and ambiguity, is a catchall for "Hey, it's crazy out there!"**

We will meet at the Platzl Hotel (where AIMRI met in 2011 and 2009)..The comfortable four star **Platzl Hotel** is located next to the famous Hofbrauhaus and within immediate proximity to the Marienplatz, the Bavarian State Opera and the Maximilian-strasse. Facilities are excellent and include a sauna, solarium, gym etc.

### Munich

Munich is the Capital of the state of Bavaria and lies near the foot of the German Alps. It is **Germany's second most popular destination after Berlin**, and has something to offer to everyone, be it culture, hi-tech, parks and greenery, night-life etc.

Many travelers to Munich are impressed by the architecture. Although it was heavily damaged by allied bombing during World War II, many of its historic buildings have been rebuilt and the city center appears mostly as it did in the late 1800s, including its largest church, the **Frauenkirche**, and the famous city hall (**Neues Rathaus**).

## BACK BY POPULAR DEMAND

You may have heard that the **Insight show** brand is being re-launched next year as **Insight '15**. The event will take place at a new venue - **Olympia Central**, which has recently undergone a 15 million refurbishment programme, plus the show moves to dates closer to the **start of the financial year - 29/30 April**.

It will still be the UK's largest market research and insight event, bringing together over 2000 specialist visitors with just 70 market research and insight suppliers. The stand-alone status will allow greater focus on insight content and suppliers, in a new environment, **with purpose-built conference facilities**.

"This is a new dawn for the Insight Show and I am very excited about the revival of the well-established Insight brand which has a strong heritage. More importantly, it

allows us to give much greater profile and airtime to the specialist market research and insight communities, and a dedicated platform for suppliers to showcase the latest solutions that they are delivering around understanding consumer behaviour" says the event manager, **David Mallett**.

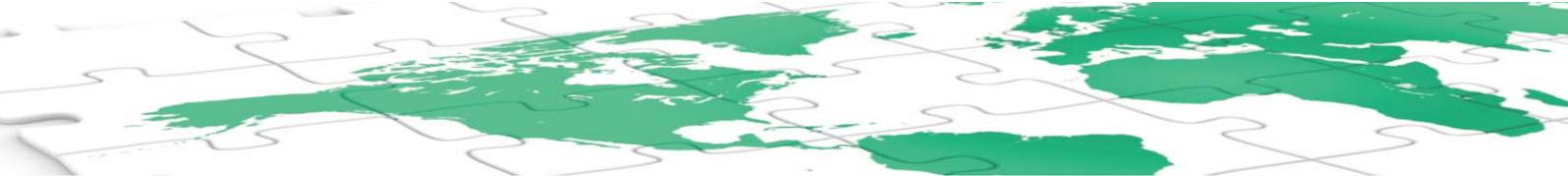
**AIMRI** have negotiated stand space for the **AIMRI International Village** at the new show and as a member, you can benefit from this discounted package. Nine member companies exhibited last year.

The first stands in the village have already sold and space is limited so get in contact with David to register your interest or to find out more.

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**INSIGHT '15**  
29-30 April 2015 | Olympia Central | London



# NEW MEMBERS : Eight new members in eight countries

## ASK International Market Research

International market research projects can present an enormous challenge. Cultural diversity often becomes a factor when research is conducted in several countries. Market researchers can be faced with a number of obstacles when trying to co-ordinate multinational research, and we are not just talking about the language barrier... Each local market might require a different approach.

Of course we can offer our clients full service at an international level, but we understand that more and more of our clients are interested in subcontracting only portions of the research process, while maintaining the design and/or analysis of data within their own skilled ranks.



To meet the needs of our clients, ASKi has organised itself into service pool groups that concentrate on specific aspects of the research process offering our clients expertise only on the areas they want our input.

These service pools allow us the flexibility to offer better pricing and timing, higher consistency and focused efforts in one or more areas of your qualitative or quantitative research for B2B or consumer research.

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## BOMI Marketing Research

BOMI positions herself as a China data collection partner for all research agencies from all over the world. BOMI now has 20 members in her Shanghai headquarters, and more than 40 data collection partners all over China, including Hong Kong.

The key project managers in BOMI's client service team started their marketing research career about 15 years ago and have been operating their data collection service for international clients almost as long.

BOMI is specifically experienced in automotive, healthcare, IT, retail and catering industries, as well as B2B studies.

What you get from BOMI is not only the data, but more importantly...

- Client service on an internationally excellent level
- Add value insight of the local market
- A solid partner who is always loyal to her clients
- A close friend you can always rely on

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## Conread Research

Extending beyond our Cyprus head quarters, we have an extensive global reach with particular expertise in the emerging markets with focus on the Middle East and North Africa and Europe. Our team add multicultural competence to highest quality standard.

A sophisticated understanding of all phases of market research, from fieldwork to final analysis, allows us to find the creative solutions you need.

Highly accomplished in qualitative and quantitative research methods, we focus on providing you with the best solution for your business issues, regardless of the method.

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## Innovative Research & Consultancy

Innovative Research & Consultancy (IRC) Ltd. was established and started its operation in in 2008 to cater ever-increasing need of quality market and social research services in Bangladesh. Our motto is to provide our clients with high quality research with insights, at competitive cost, ensuring best value for money.

With a highly dedicated team of qualitative and quantitative researchers, data analysts, and experienced data collection personnel, IRC is capable to conduct any type of qualitative and quantitative study, anywhere in Bangladesh. Our researchers are well groomed to handle the dynamic need of our clients.



So far we have worked with 34 clients from different sectors which include local, multinational and development agencies. We have executed research projects covering FMCG, Telco, Financial, Industrial, Development, Retail Chain, Ice Cream, Education (University), Pharmaceutical and other industries.

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## Jupiter MR Solutions

Jupiter MR Solutions Thailand was founded by veterans of research industry. We bring best of traditional and modern methods. Pioneers in the MRO business head quartered in Bangkok. With marketing offices in Singapore and India and clients across the globe we have broad market research domain expertise.

Jupiter Market Research Solutions is a full service market research agency conducting market research across the Asian continent. Jupiter is the newest and the most vibrant agency which brings cutting edge technology and latest MR tools for deriving insights. The idea behind creating Jupiter was to give clients a 'one point access' to Asian markets with ease. We are one of the best agencies who can help you deliver results anywhere in Asia. Jupiter's infrastructure and partnerships are one of the best in the industry.

Jupiter also offers exclusive 'Data Collection Services' across the APAC region (16 countries). We provide an efficient project management team backed by highly experienced local field teams.

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## Random Dynamic Resources

Random Dynamic Resources is a frontline fieldwork company based in Nigeria and providing market research services in more than 25 markets across Africa. We develop field research tools that enhance productivity and optimise market research values via the use of up to date consumer-oriented technology and in-built strict quality control measures.

Our vision is to be the leader in field research, and operation management in these markets we cover, through unparalleled and timely service delivery, honesty and development of people. Our mission is to provide high quality data for superior decision making for our clients to succeed. We have been providing high quality data collection services for various government, International Development Agencies, global research brands, companies and organizations within and outside the Sub Sahara African market.

Because we take quality issues seriously and are mindful of the ethics of our profession, we belong to the following Associations: AIMRI, CASRO, PAMRO, MRS, NIMRA

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## Market-i Research

market-i is a boutique consultancy where highly experienced professionals tailor make solutions to uniquely address the needs of clients focused on brand leadership.

Our senior consultants each bring over two decades of experience gained in consumer research, advertising, consulting and technology. Founded in 2007, the company has offices in Dubai, Riyadh, Cairo, and Amman, and regularly conducts research in the Middle East, Africa, and Asia Sub-Continent.

We provide a full range of services from qualitative to quantitative; from traditional offline to online. We are particularly proud of our digital research platforms. Developed by our in-house technology team, our technology includes custom private social networks, custom online portals for knowledge warehousing, online dashboards, and dedicated Smart Apps.

Our qualitative research team leverages the latest academic theories in semiotics and cognitive heuristics to gain a deep understanding of consumer motivation and behaviour.

We are experienced in a variety of topics and industries but have special expertise in Food & Beverage, Informal Eating Out, Banking & Finance, Travel & Tourism, and Shopper Behavior.

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## Spidermetrix.com

### Online Panels

SpiderMetrix.com first shyly served the online MR community in September 1999 with a few thousand members in Australia, our home base. Today SpiderMetrix.com has over a million members in online panels across 28 countries and a project management team operating 24/7 across three continents.

If you run studies in Australia, Greece, South Africa, USA, Europe and parts of South East Asia, most likely you have already experienced the proprietary SpiderMetrix.com panels through our partners. We offer precision targeted, quick responding, quality focused online sample from mums and dads to C-levels in multinationals and all the people in between.

Access all our panels through the recently launched simple, fast and very appropriately named DIY platform, **QuickerThanPossible.com**

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Jerry Evas

# EDUCATING THE MARKET RESEARCHER OF TOMORROW

Educating the Market Researcher of Tomorrow is the issue that was confronted by a symposium hosted by the Michigan State University Master of Marketing Research program earlier this year.



New York

Gregg Archibald  
Gen2 Advisors  
New York



As we all know, our industry is in the midst of dramatic change - which has been covered by this blog, and many other places ad infinitum (not really, it just seems like it). This isn't the first change our industry has been through and it won't be the last. **And with each transformation, the skills and abilities necessary for good research have evolved.**

The easiest example is the tech skills required to execute research - very few were required when I started and many are required now. In one sense, the skills required today are very different and in some ways, the skills that make a good researcher are exactly the same.

The goal of the Michigan symposium was to identify the traits, skills, and abilities that the researcher of the future will need to be successful.

The symposium was attended by about 40 industry leaders representing suppliers, clients, academics, associations, and a few straggling consultants. It was sponsored by Michigan State University, Coca-Cola, Vision Critical and Chrysler.

To bring this back to the first point, it was widely agreed that making a difference in our respective companies and being **the thought leader that many researchers aspire to be** requires the same thing that it always has - a good understanding of business problems, a good approach to understand that problem, and the ability to find a solution from information.

We could certainly debate some of the finer points of that description, but we'll put that off to another post. **The difference belongs to the tools that we have available today** to solve those problems - Big Data (which, as far as I can tell, still suffers from a self-identity issue), geo-location, mobile ethnography, and the list goes on. But the **real opportunity for the future is data synthesis**, according to Simon Chadwick of Cambiar Consulting (and many other attendees).

The researcher of the future will be required to integrate disparate data sets to see the 'truth' of what lays behind the interviews, focus groups, surveys, CRM systems, social media, and so on.

So the task in front of the researchers of tomorrow is immense, and very achievable (we're just not sure how, right now). **The real need for the market researcher of tomorrow is... agility**, according to Kim Dedeker of Kantar. As the new tools, data sets, and methodologies are still very much in their infancy - it was widely agreed that the traditional skills and traits are necessary, but insufficient. Let's take a look at the management skills, beyond today's basic skills like leadership, communication, critical thinking. To meet both the concept of synthesis and agility, researchers will need to be able to:

- Collaborate across functional areas
- Access information that is not actually owned by research
- Have cross-cultural awareness, work as an entrepreneur
- Contribute to innovation throughout the company

While there are variations and nuances, it was 'generally' agreed that **synthesizing the data into the right solution and navigating the cultural change with the new skills are the most important components of educating the researcher of tomorrow** - but the MMR programs are not prepared for that change.

Out of date textbooks (even with 2014 copyright dates), lack of case studies reflecting the new approaches, lack of data sets (some are 20 years old) for training, and other issues are holding these programs back to a great degree.

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But it's not only that, there is more **focus on the technical tools than problem-solving**. Two opportunities were brought forward to address this to some degree - and they are cousins of each other.

We need to learn from those we are teaching by giving the student **real world problems**, the resources they need, and the freedom to solve without being encumbered by the structure of the process.

Similarly, many of us could do ourselves a service through reverse mentoring - a process that is just as it sounds and has the obvious benefit of

getting us 'older' people the skills we need and providing the benefit of our years to those younger than, well... I want to stop talking about age... for obvious reasons.

For a quick next step, look for a panel on this topic at IleX North America this month. Expect to hear more in the coming months from me and others. If you want to **help prepare young researchers** (agencies, corporate researcher, whoever you may be), feel free to reach out to me and I'll connect you to the right person.

## EDUCATING THE MARKET RESEARCHER OF TOMORROW

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([www.greenbookblog.org](http://www.greenbookblog.org))

**So what do we need to do as an industry?** Several organizations at the symposium made a commitment to help - from blog posts (see above) to case studies. Several initiatives were outlined as a result of the symposium.

- An effort to take better advantage of case studies that exist
- Development of the reverse mentor program
- Engagement with local bachelor degree programs

- Industry-wide communication of these needs
- A study on the traits of the successful researcher
- Internships designed to expose the future researcher to full opportunity
- Association outreach and education

And these are just a few.

## ACTION PROPOSED

Gregg Archibald  
Gen2 Advisors  
New York

### Let's meet the clients

On the **22 and 23 October Research & Results 2014** will once more transform MOC Munich into the focal point of the global market research industry. In 91 different workshops top-class experts report on current topics and trends in the sector. Over 150 companies from 25 countries will be presenting their products and services in the exhibition. 3,200 participants are expected to be there.

Amongst the exhibitors are the top players in the industry, but also many small and medium-sized enterprises. Anyone wanting to gain an overview of the market within a couple of days is in the right place at Research & Results. Equally, anyone arriving at the trade show if they are specifically in search of a specialist provider - will most certainly be in luck.

Almost 35 per cent of trade fair exhibitors this year will be from Europe and further afield. This includes Japan, Singapore, China or Senegal for example. Most international companies will come from the USA and Great Britain. **AIMRI** will again host the International Village of exhibitors who are members (see page 2).

The show has become almost completely bilingual and there is no need to speak German to participate successfully. All exhibitor services before, at and after the show are available in English and practically all visitors speak English. Besides, simultaneous translation into English is provided for a major part of the workshop programme.



Professional visitors receive free admission by registering online at [www.research-results.com](http://www.research-results.com)

# ALTERNATIVE PERSPECTIVES ON AN INDUSTRY: WHAT UPSETS AGENCIES WHAT ANNOYS CLIENTS WHAT FRUSTRATES CONSULTANTS

Gordon Adams will be speaking on this subject at the AIMRI conference in Munich on 24 October 2014  
See page 3

There was once an award-winning TV advertisement in the UK for the Guardian newspaper which showed a street scene from three different perspectives. When the scene was viewed from one direction, it appeared to show one thing happening: a skinhead running away from people in a car. Seen from another direction, it showed another picture: the young man was rushing at an older man and looked like he was about to steal his bag.

Another perspective, however, revealed the truth: a young man had bravely run to push the older man out of the way of some falling bricks. The message of this advert was: it is only when you have seen something from all angles, from 360 degrees, that you can appreciate the full picture.

I feel that way about the research industry. I've been lucky enough to work in it for over 30 years now, and have seen it from **three different perspectives**: working first in a research agency, then as a client and now working over the last decade as a consultant. The view is **very different** indeed from these three different viewpoints!

So in Munich I plan to talk about these three different perspectives: what upsets agencies, what annoys clients and what frustrates consultants.

Research agencies get upset (quite rightly) by clients who break their promises, or fail to meet their part of the schedule, when agencies are working

night and day to fulfil their part of the bargain and deliver projects on time. Agencies also get upset, among other things, by clients who haggle hard in the first instance and then fail to pay their bills on time at the end!

But what are clients annoyed about, what is their perspective and how do things look from the 'foot in both camps' perspective of the research consultant?

These are some things I'll be talking about in Munich. What I'll deliver, of course, is a personal view and I'll be very interested to hear the views of everyone else. I may be provocative because what's missing, I feel, are much **deeper levels of empathy and understanding** in this industry (and this is an industry, I believe, which rarely uses its own research techniques on itself).

The reason why research agencies frequently lose business to management consultants, advertising agencies and marketing agencies is clear to me. The reason why clients are sometimes not fully appreciative of the efforts of the research agencies they use is also clear.

**Let me pose a few questions to you now:**

- What proportion of agency personnel are trained marketing professionals? (Why should this matter?)
- How well do agencies, in general, understand their clients' businesses and industries? (And does this impact the quality of their insights and their recommendations?)
- What proportion of the research recommendations which are made are actually implemented? (Does anyone out there know?)

I believe this industry can do much better than this and this means we all face significant challenges in the years ahead. We need to create **better levels of mutual understanding** across this industry if we are to lift standards.

**Gordon Adams**  
Alternative Futures Research

