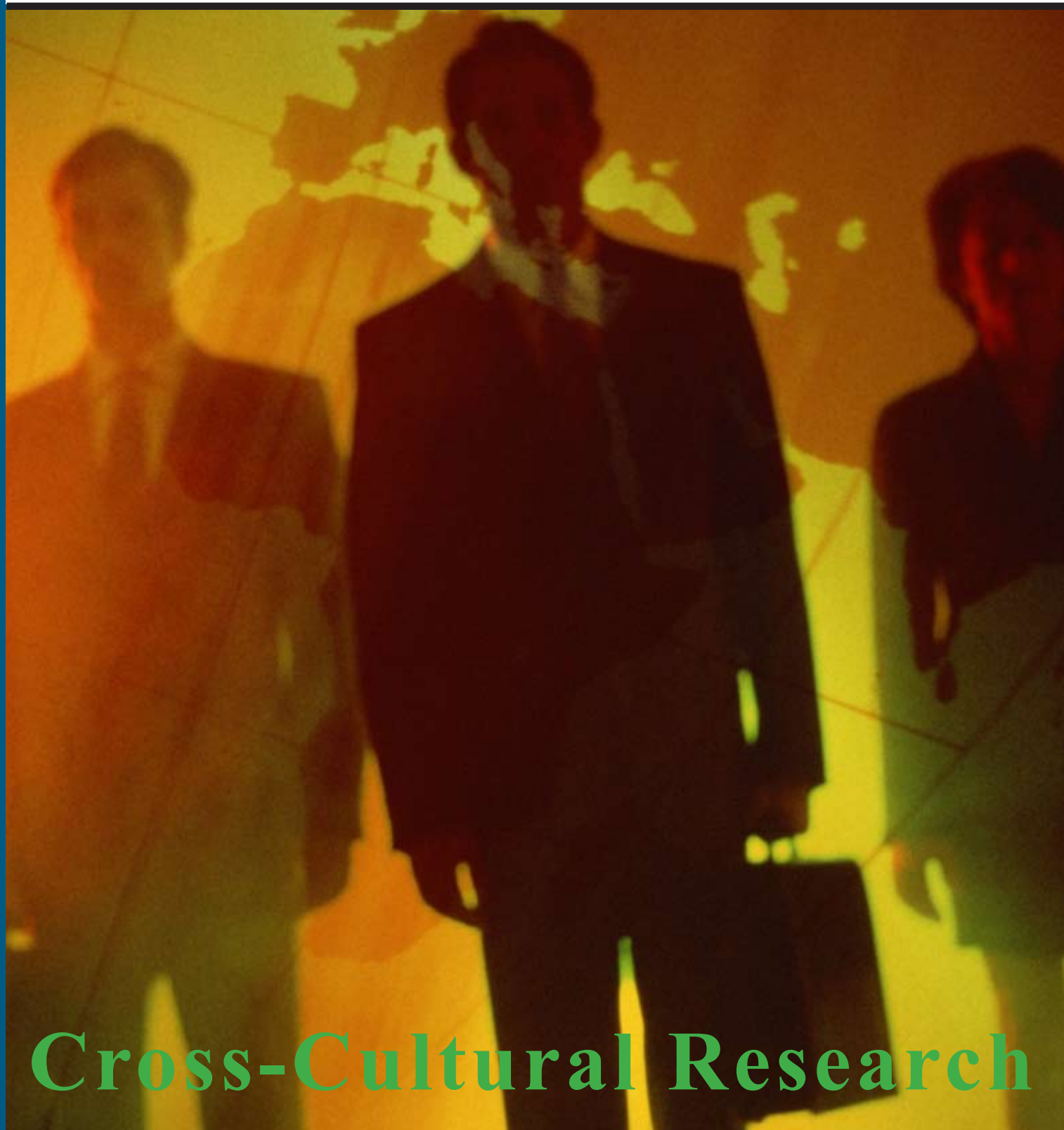


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Alert!

MAGAZINE



Cross-Cultural Research



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July 2008

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By Ricardo Lopez, Hispanic Research, Inc.

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Letter From The Editor

I spent a recent Saturday morning waiting in line at the dreaded DMV. Besides the aroma, I noticed one other thing: all the signs, forms and announcements were in both English and Spanish.

Waiting in the interminable line, I wondered why... After all, we aren't in New York or Los Angeles... it's Wethersfield, Connecticut!


Going into MR mode, I decided to look into the reasons behind the bilingual DMV forms. According to the U.S. Census Bureau, as of July 1st, 2006, 15% of the U.S. population was Hispanic – that's 44.3 million people! The Census Bureau projects that the percentage of Hispanics in the U.S. population will reach 25% by July 1st, 2050 – 102.6 million people.

Clearly, the Hispanic population is big and getting bigger. It represents an increasingly expanding chunk of the market. One in every two people added to the U.S. population between July

1, 2005 and July 1, 2006 was Hispanic – a total of 1.4 million.

In Ricardo Lopez's article (page 24) about Hispanic surveys, he discusses some of the concerns with validity based on the way researchers currently conduct many of the surveys among Hispanics.

Surveys and research projects need to be tailored to the demographic. In Owen Jenkins' article (page 18), he stresses the vital importance of having relevant and current local knowledge.

And in case you're wondering just how many kisses you should give your host (or hostess) during your next business meeting in Mumbai or while promoting your business in Paris, be sure to check out Jiri Stejskal's article on page 28. 

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Name: Kelly
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Thinks: Her avatar's hair should be longer

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As a marketing researcher, it's vital to understand Kelly. And to find others like her who are passionate about your client's brand. But people with eclectic interests can't always be found in homogeneous sampling sources. Just because they buy diapers or fly a particular airline doesn't mean they're right for your sample.

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Recession Or Slowdown?

Time To Grow Your Business

By Merrill Dubrow, M/A/R/C Research

In March, Harvard University economist Martin Feldstein, President of the National Bureau of Economic Research – the group that dates business cycles in the U.S. – said that the U.S. has entered a recession that could be the worst since World War II.

“I believe the U.S. economy is now in recession,” Feldstein told the Futures Industry Association conference in Boca Raton, Florida. “Could this become the worst recession we have seen in the post-war period? I think the answer is yes. I would emphasize the word ‘could.’”

When prominent economists like Feldstein and respected investors like Warren Buffett say

Industry Index (RII) report, it stated that proposals, booked revenue and staffing levels are all flat in the first quarter of 2008 vs. the fourth quarter of 2007. I believe this report supports what I am hearing in the industry.

Sure the economy is a little tight. And yes, everyone is watching the bottom line a little more than normal. Certainly all expenses are under more of a review than usual. Revenue might even be down, and – let’s be honest – some of your new business development team is missing their goals.

So let’s assume we are in a recession. What do you do? What’s your next move? I can’t tell you what to do but I know that whether we’re in a slowdown or a true recession, in this soft economy some research companies have cut back on their advertising.

At M/A/R/C Research, we’ve looked long and hard at all of our marketing materials, advertising and conference attendance. After a rigorous analysis – and a healthy debate – our leadership team decided not to change anything we had planned for this year.

We didn’t cut our spending at all. Why not? Because, quite simply, we believe the research industry is changing significantly at all levels. In fact, not a day passes in which I don’t hear of another client, supplier, data collection company or panel provider making a staff or partner change.

We decided it’s in our best interest to try (as best we could) to stay top-of-mind and relevant in the market research industry.

We have put a few more controls in place to ensure that we get the most bang for our buck. We track conference leads (although this can be a challenge and somewhat subjective) and we ask conference attendees to report back on their conference experiences. Sure, these are basic steps – in fact, very basic – but you’d be surprised to find out how many companies, including us, who used to do this but don’t anymore.

We feel strongly that we need to continue – even in some cases expand – our visibility and presence in the industry. We’re very passionate that any investment we make now will pay off in the long run.

That’s why we’ve continued to invest in MRA’s communications vehicles.

the U.S. economy is in recession, business owners take note. In most cases, the first step they take is to adopt the siege mentality: They reduce their advertising, marketing and conference attendance expenditures, figuring they’ll save a quick buck or two.

As you’ll discover in this article, that’s precisely the wrong strategy to adopt – especially in the increasingly dynamic market research profession.

If you read the most recent MRA Research

Ways MRA Can Help You Get The Most Bang For Your Buck:

- Advertising in *Alert!* Magazine helps you get your message across to the market research community
- eNews advertising helps get your message to the inboxes for key decision makers
- New SPECIAL advertising bundles help you buy all at once. Get your message in *Alert!*, eNews and on MRA’s Web site.
- Our Sales Representatives will help you reach the proper audience.

As the leading and largest association representing the market research industry, the MRA has a number of advertising opportunities in their monthly magazine *Alert!* as well as sponsorship opportunities at the Annual and Fall Conference that may make sense for your company.

Being on the National Board, I know firsthand how diligently the MRA works daily both to bring on new members and to embrace members from different parts of the industry – such as client companies who may or may not have heard of your company and services.

When the economy goes south, some business owners shed their marketing and advertising budgets. But statistics show that those who keep their marketing budgets intact will come out ahead.


According to *How Advertising in Recession Periods Affects Sales*, by the American Business Press, “The findings of the six recession studies to date present powerful evidence that cutting advertising funds in times of economic slowdowns can negatively impact sales and profit levels on a short-term and long-term basis.”

By continuing your marketing and advertising

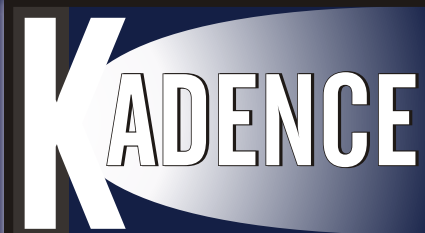
efforts in a slow economy, you may minimize your decline in sales – or even increase sales – as you pick up your competitors’ customers. As a company, this creates an opening for you to keep current customers and maybe pick up some new ones.

Recessions can actually offer unprecedented opportunities to market your brand, service or product in an environment devoid of the noise and clutter present during good economic times. The combination of your competition becoming less visible and your revved up marketing tactics will position your company as one of the few which potential clients notice.

Think carefully about the actions you take during this soft time in the economy. Cutting your marketing and advertising budgets may in the long run prove even more harmful. Associations like the MRA offer you plenty of ways to ensure you stay visible and position your company for the good times ahead.

Only success in 2008! I hope you exceed all of your goals. 

Merrill Dubrow is the President and CEO of M/A/R/C Research. He is also on MRA’s Executive Committee and the Board of Directors. He can be reached at merrill.dubrow@marcresearch.com. 



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What Do You Want To Be When You Grow Up?

By Jon Last, MRA President

This month's *Alert!* devotes significant editorial space to the topic of cross cultural research, paying special attention to the importance of keeping marketing research relevant as we cross borders and apply our craft to the nuances and substantial differences of non-U.S. markets.

But the more I contemplated the contents of this, my first column as your President, the more I found a metaphorical relationship between the concept of "cross cultural" research and my personal odyssey into the marketing research profession.

For virtually my entire career, I have been classified as an "End User" (a term that is sometimes troublesome to me) because I've worked primarily in "client side" organizations. However, those who know me well recognize that my role within this profession is a bit of an anomaly.

When I obtained my PRC, I did so as both an End User and a full service provider. Both pieces were important to me because for the past seven years I've operated within the walls of a media company, a full service marketing research firm and consultancy that services golf, travel, leisure and a variety of other industries.

I'm not interested in any new fangled and flawed audience measurement research that purports to have unlocked reader engagement by asking a group of panelists, direct (and unanswerable) questions on whether a specific ad in a specific issue of a magazine led directly to a consumer purchase action. As Briggs and Stuart so articulately said in the book *What Sticks*, "The truth is, consumers can't introspect on how advertising and marketing influences them. Our brains aren't wired that way." [For more on this, please visit my blog at www.mra-net.org]

But I digress. What does any of this have to do with the metaphor for "cross cultural" research to which I alluded above? The answer lies in what I perceive to be huge cultural shifts present, right here within our own borders.


My career to date, has been a reflection of that change in the research industry...specifically that we need to keep marketing research relevant, both as we cross borders and right here in leading U.S. corporations. I'm concerned that many of us in the profession obsess over the esoteric and cerebral notion of trying so hard to keep our work so methodologically bullet proof that we fail to see the

forest through the trees and become more preoccupied with the process of what we do than with its ultimate utility. Others take such extensive shortcuts that they trivialize the unique combination of interpretative art and hard science that make our field so intriguing to this former English major, turned Wharton MBA.

The hard facts are that marketing research, today, is at the crossroads of 'danger' and 'opportunity.' Researchers have at our fingertips more access to information than ever. With this accessibility comes great responsibility: we must conduct research properly and ethically, at greater speeds and with greater insight.

We must deliver results that have clear strategic implications for our clients, rather than just lots of numbers and charts. That's why I have a problem with the term "End User." Because to remain relevant, today's client side researcher needs to do more than just serve as a traffic cop for other people's work. He or she has to have a seat at the strategic planning table and utilize his or her vantage point as the eyes and ears of the consumer, to affect organizational growth and change.

My mother's old question, "What do you want to be when you grow up?" has great relevance for our profession today. As the Orwellian vision of 1984 becomes more of a reality each day, the new breed of marketing research professional must indeed grow up to adapt to the new cultural realities of the business world and the consumer market place. So I ask: what do you, the profession, want to grow up to be?

Our professional survival and well being demands that we evolve to demonstrate the value of quality research in being able to synthesize all of the data and perspectives that are out there into a meaningful business vision. If that sounds like a suggestion that we become more like consultants, then I will leave you with a favorite line that I often use in response to an often asked question, "what's the difference between the work you do and that which I get from [insert name of leading consultancy of your choice]?" My tongue in cheek answer, with all due respect to those working in management and marketing consulting firms, is simply...Oh, about \$1 million per engagement. 

Jon Last is Vice President, Corporate Marketing & Research at the Golf Digest Publications. He can be reached at jon.last@golfdigest.com. 



Of Language, Lingo And Idioms: How The Internet Is Changing How We Speak

By Lawrence Brownell, MRA's Chief Executive Officer

This month's *Alert!* focuses on cross-cultural research. In many of my previous articles I have spoken about the rapid advancement of research globally and new cultures being defined via our new "community bridge," the Internet. The thought I keep coming back to in most of these pieces is, "Where are we on the 'Blade Runner' scale?" Showing my age, I need to explain to some of you what I mean by *Blade Runner*. It was a Ridley Scott/Harrison Ford movie from 1982. Yes, I do know that some of

out of trends in many languages. Dictionaries are updated constantly and we now have the ultimate tool to enable this amorphous expansion of language – Wikipedia.


Wikipedia represents an element that the *Blade Runner* scale hadn't previously accounted for: the influx of the "Net Culture" and its terminology. This new source of terms and language and its lingo impacts languages across the globe.


When in France I attempt to speak whatever pidgen French I can, because more than any other country I have visited, France seems the harshest on non-native tongue speakers. My probably ignorant view of the French is that they'll accept anyone and anyone can be French... as long as you speak French. Ah, but my French friends you are fighting an uphill battle. If the words of other existing languages don't get you, the Internet's jargon will.

The point I'm making in this article is that while we discuss cross cultural research, the linguistic elements of cultures are rapidly changing and through mass media and the net, there is no way to stop the *Blade Runner* scenario.

So, where are we on the scale of now and the Los Angeles of 2019 depicted in *Blade Runner*? If this were a swimming pool we're only ankle deep. And we all know how fast the descent into the water is after that point. We are going to lose some wonderful colloquialisms and expressions that have such great resonance.

Throughout this piece I purposely sprinkled the article with terms/expressions/sayings that I believe will go away when we reach the zenith of this evolution. How many have you read that you think will fall by the wayside?

P.S. Last month I did not get a chance to thank Colleen Moore Mezler for her great job as President. It was truly an honor to work with her. Her contemplative approach was a great balance to my jumping into the fray. Thanks Colleen! 

To respond to this article, e-mail Lawrence Brownell at executivecolumn@mra-net.org. 

"So, where are we on the scale of now and the Los Angeles of 2019 depicted in *Blade Runner*? If this were a swimming pool we're only ankle deep."

you were not yet born then!

The point of the scale is the society that existed in the movie. Not the overwhelming gloom and mayhem, but the base culture that was found in public scenes.

Set in Los Angeles in 2019, the culture of the average populace has become the ultimate mixing bowl envisioned by our founders and it's ugly! Not the mixing part, but the language part. What was spoken was a combination of English, Spanish and Mandarin Chinese. I think there might have also been some Japanese thrown in the mix.

Every few years I see *Blade Runner* on television and trying to understand the discussions in public scenes can be as addicting as Sudoku. Trying to figure out how the language came together in the writer's mind is fascinating. I think about this a lot, as I see small words being adopted

CMOR Research Profession Tracking Study

Results Current and Reliable Information on Response Rates and Data Collection

By Patrick Glaser, CMOR

Are you interested in research on research? Specifically response rates and data collection practices in the profession? If so, you'll be interested in one of CMOR's ongoing studies – the Research Profession Tracking Study.

CMOR conducted the latest iteration of the Research Profession Tracking Study last fall. The project was made possible through the generous assistance of KL Communications which donated their survey programming and hosting services.

The Research Profession Tracking Study sought answers for the following core questions:

- 1) What response rates are organizations achieving?
- 2) What modes of data collection are researchers using?
- 3) What types of surveys are researchers conducting?
- 4) What standard protocols are researchers using?

The U.S. Census assisted CMOR in expanding the project to include measures that gauge survey translation issues and procedures. The additions are a timely extension of the study, due to the growing multilingual population in the U.S., as well as the expanding need and demand for international research.

Design of the CMOR Tracking Study

The Tracking Study includes a regular survey of researchers within various types of organizations (providers, End Users, etc.). On top of a sample list of marketing and polling organizations, the most recent iteration of the study (2007) included a supplemental sample of university research departments that utilize opinion research in their institutional efforts.


Participating researchers are asked to input a wide variety of information regarding at least one of the surveys they've worked on in the previous year. Since 1999, the project has analyzed more than 1,800 surveys. The 2007 study examined 299 surveys.

Overview of Results

The Tracking Study is fundamental to CMOR's Respondent Cooperation mission to provide critical information about the state of the profession. As such, it provides a wide variety of results, a few of which are listed below:

- Use of Incentives:
The use of incentives was fairly even for the surveys represented in the Tracking Study. Out of 299 surveys, about half (52%) offered respondents at least some kind of incentive compared to the 47% that did not. The most popular form of incentive was cash (offered by 16% of all surveys) followed by a drawing (14%) and points accrued for a panel reward (10%).
- Survey Translation:
About one of every five (18%) surveys offered more than one language as an option for respondents. The main reasons cited for not offering more than one language were that too few respondents were thought to need the language option (cited by 68% of respondents representing surveys that did not offer more than one language), that providing an additional language would be too costly (14%) and that they lacked the capability to provide a language option (14%).
- Use of Pre-notifications:
Three of every 10 surveys (29%) utilized pre-notifications to respondents prior to providing them with the actual survey. Of this group (that used a pre-notification), a majority of surveys included pre-notification information that:
 - Informed the respondent of the subject matter of the survey,
 - Assured the respondent of their confidentiality,
 - Indicated the survey length,
 - Noted the research organization's name,
 - Informed the respondent that an incentive would/ may be offered; and/or
 - Informed the respondent that their participation was vital.

Additional Details

For more information about the results of the study, including the **average response rates** tracked throughout the project, contact Patrick Glaser, CMOR's Director of Respondent Cooperation, at pglaser@cmor.org. 

CMOR is the only industry association actively performing the duties of watch dog on federal and senate issues. CMOR's offices are based in Washington, D.C.

For more information, please write to information@cmor.org. 

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Let's Make Research Fun!

By Peter Van Brunt, PRC

[Note: While this article focuses primarily on quantitative research, the basic points also apply to qualitative research]

Whenever anyone talks to me about Respondent Cooperation, I invariably tell them that we should place more emphasis on Respondent Satisfaction. I say this because I believe that if we continue to focus on the former and ignore the latter, we risk losing our audience (our respondents).

Let's face it: completing the average survey is about as exciting as filling out a loan application. Most surveys are visually unappealing and unexciting. This may have been fine when the greatest stimulation most of us got was watching the grass grow and listening to the radio, but times have changed.

We are in the era of portable music devices, cell phones and streaming video. We are exposed constantly to an explosion of visual and auditory stimuli. If research doesn't change soon, it will be increasingly difficult to find anyone interested in completing a survey, paid or unpaid.

Respondent Cooperation rates have dropped for a number of reasons, but a major one is that completing a survey is too much like taking a test... not an experience most enjoy. Sure, there are other factors affecting Respondent Cooperation, but we tend to ignore that participating in most surveys is just not much fun.

This is primarily the result of a lack of imagination and creativity.

The lack of imagination and creativity in the research process is the result of numerous factors. Below I pinpoint a few:

- 1) Most researchers are nerds. After all, who but a nerd enjoys studying human opinions and behavior? I admit to being a nerd: I can look at hundreds of pages of numbers and not get bored. The clinical approach may get us the answers we are looking for, but uses a process and techniques that simply aren't very entertaining.

- 2) We write questionnaires for researchers, not for respondents. We write/ask the questions in an unbiased manner which will get the answers required, not in ways which will amuse or engage the respondents.
- 3) We tend to hire only researchers – not creative people – to assist us.
- 4) We are too often restricted by budgets and timelines which prevent us from doing something “different.”
- 5) We are creatures of habit. Most research companies have a style, and have developed a catalog of standard questions. It is very easy to throw together a survey from an inventory of questions which aren't very interesting. It is time for us to think outside of the box.

Let's look at some methodologies.

Phone. Telephone research is effectively on its deathbed. Participating in a survey over the phone is as exciting as listening to a talk radio show in a language you don't understand. Interviewers are trained to ask questions in an unbiased manner and not to emphasize words or use intonation which may bias a response. Phone surveys are thus not very engaging, which in turn contributes to low cooperation rates.

Phone surveys are also frequently way too long. We live in the age of sound bites. Much dialogue is conducted via text messaging (limited to 160 characters), not with 20-30 minute questionnaires. Phone research is dying, and it will probably never work again as a great method for research.


Here's what I would ask anyone who is willing to complete a survey over the phone: Don't you have a life?

Paper. Paper surveys all too often are really like a test with all the baggage and negative feeling attached. Paper surveys are, for the most part, badly designed, poorly laid out and are


usually printed in black ink on white paper. Talk about DULL! What's the problem with using color or incorporating graphics? We should at least attempt to engage people. Probably paper will survive for a while.

Online. This is the medium with the most potential to engage respondents. Unfortunately most online surveys are too much like paper. They simply are not very engaging. This is because the tools used to program the surveys were developed to meet the needs of researchers, not amuse respondents. What we have to keep in mind is that while we don't currently have tools that let us design entertaining and fun surveys, these features certainly can be incorporated into the existing software. All we have to do is ask for it. Any technique that you see being used on a Web page or an online advertisement could be incorporated into a Web survey. We need to make better use of movement, sound and color. It is time to start thinking of an online survey as a presentation.

The Bottom Line

Researchers need to hire some/more creative people to assist them, and we need to make surveys more fun. Otherwise, we stand the risk of having no participants. 

Peter Van Brunt, PRC is a Past President of MRA and is an Honorary Lifetime Member.

About this column. This is an “Op-Ed” column for Alert! Magazine. This column is a bi-monthly feature. Please keep in mind that my remarks do NOT reflect the opinion of MRA or necessarily their authors. This column is intended to inspire comments and dialogue. Send your praises/comments/rants/objections to counterpoint@mra-net.org. 

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Alert!

Education Update:

New Members Inject Energy, Innovation And Great Ideas

By MRA's Education Workgroup

David Bowie probably said it best: "ch-ch ch-ch-changes"...yes, your Education Workgroup has changed to better meet your needs...again! We love the growth we've seen because it means our members are asking us for more and we're delivering.

In the May issue of *Alert!* you learned about our plans to offer you interactive education at the Fall Conference and in last month's issue, you discovered the wonderful world of our Workgroups. Many of you decided to join us in our mission to offer the highest quality education in the profession and we thank you. It is only through our team effort that we can consistently deliver.

The Education Workgroup group has grown so much and the demand for new and technologically enhanced education has become so great that we decided to restructure our group to help volunteers focus on – and meet – specific areas of need. To that end, this group now has a Vice Chair and a Managing Director, who will work together with the Chair to oversee the committees and the education they produce to ensure it meets member needs.

Our new Vice Chair is Scott Baker of Adept Consumer Testing. Scott has been a member of the Education Workgroup for years, serving on the Program Committee as a Track Leader from 2005-2006 and as Program Chair from 2006-2007. His analytical and organizational skills will help us as we assemble our new Fall Conference platform and identify topics and speakers for our 2009 CEO Summit. Scott will oversee conference programming and work closely with the Managing Director to ensure content is rich, strong and timely.

Hilary Fischer from Ziment is our new Managing Director and will directly oversee the Webinar Committee, Workshop Development Committee and coordinate with Membership to offer educational support to Chapter Leaders. Hilary, a past Director on the MRA Board, joined the Workgroup after coordinating a speaker's bureau designed to support Chapter educational efforts. Her experience and dedication will inspire everyone with whom she comes into contact.

Joining these two outstanding professionals is our newest Committee Chair. A longtime "background" member of the Education Workgroup, Angela Lorinchak has agreed to lead the newly established Workshop Development Committee which consists of:

- Heather Bosley (TransPerfect Translations), Rhoda Brooks (IPC), Myla Merriss (Adept Consumer Testing), Meg Ryan (OnLine Survey Solution) and Mary Wang (SPSS)

A few precious slots remain open on this highly important committee, which is dedicated to bringing survey and opinion research professionals like you roundtables and workshops at MRA's Fall Conference and in the future.

It's been a true honor to work with the brightest minds, the most innovative professionals and let's be honest – the most fun group of volunteers in the industry – for so long. Quite frankly, I'm starting to get spoiled!

I know you will join me in applauding the efforts of these outstanding members as they continue to give of themselves for the greater good. We'll keep you posted as we progress and look forward to seeing everyone at MRA's Fall Conference, November 3-5 in Las Vegas!

Note: If you're interested in working with MRA's Education Workgroup, please contact Marisa Pope, Workgroup Chair, at mpope@jacksonassociates.com.

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The Power Of Local Knowledge

By Owen Jenkins, Kadence USA

It is essential to understand the dynamics of the market you are researching. As a market researcher, you must appropriately advise your client on how a research project should be implemented, manage their expectations and deliver accurate insight that brings value to their business operations. The same rules apply when implementing a cross cultural research project. Making assumptions about a market, its culture and how its consumers and businesses operate will result in a study becoming complicated, costly and essentially unachievable.

Laying the foundations

You must plan extensively to ensure you identify and understand all aspects of a cross cultural research study. This understanding must span every country and culture incorporated in the project. Shortcuts at this stage are not an option. Without intensive planning, you could grossly underestimate the work required to complete the project, the fees necessary to subsidize the project and generally over-promise your deliverables. To avoid those potential outcomes, you must consider the following key questions:

Is your target audience covered?

Carefully consider the demographic that you plan to research. A United Kingdom (U.K.) study centered on London for example does not reflect the economic conditions across the entire country. Similarly, in Asia-Pacific, selecting two or three countries to research will not offer a 'representative sample' of the region because of each nation's diverse and distinctive culture.

When is a large company not a large company?

Researchers must acknowledge the differences within global economies and clarify definitions such as what constitutes



a large organization or a wealthy individual. Failure to define accurately the target sample within each country will result in an inability to achieve desired sample sizes. For example, within the U.S., researching 1,000 companies with x thousand employees would be fairly straightforward as businesses of this size and structure are common. In smaller countries, such as Singapore or Belgium, however, companies of this size are rare and in some instances may not exist.

Where can I source respondent details?

You must devote time to sourcing the details of potential respondents. Each country has its own rules and regulations concerning accessing personal or business information, which can cause unexpected complications.

Germany and Japan – two very different countries – each have numerous privacy laws limiting the availability of commercial and personal information. From a different perspective, India is not restricted by such laws, but there has never been a need for public directories, so businesses today are spending time creating and maintaining their own.

At this stage you should begin to understand in what capacity the information can be used, and if the interviewer is legally required to inform the respondent about how their details have been sourced.

How do I avoid getting lost in translation?

When developing your questionnaire, you must take care to ensure that interviewers use correct terminology, even if the different countries speak the same language. When conducting the research interview, an interviewer must know how to address the interviewee in an inappropriate manner. If the interviewee is spoken to incorrectly – too informally or too formally – they are unlikely to provide the desired feedback or response.

An American company implementing a research study in the U.K. for example should check that no words are misused within the questionnaire, that the interviewer asks the questions as intended and the interviewee correctly understands the meaning. As stated by the Irish dramatist and socialist George Bernard Shaw, *"England and America are two countries separated by a common language."*

Does a common language exist?

Translating a questionnaire into numerous languages is expensive. However, by not accommodating this fee and trying to 'cut corners,' the study will fail to offer the correct level of detail. This often happens within European studies.

Although most European professionals speak English fluently, the majority are more comfortable and articulate in their native language. Therefore, a European project should not be undertaken in English but in the native language of each country.

There are some exceptions to the rule. In India, where more than 50 languages are

spoken, most business research interviews are done in English due to the high level of spoken English within Indian companies.

How far will the dollar go?

It is also important to address the issue of how to convert currency if it is referenced in the questionnaire. An agency must decide if U.S. dollars are to be used throughout the research study or if the amount should be converted at the current exchange rate.

Another requirement is to ensure the value is aligned to the purchasing power parity. For example, Indian researchers would convert any monetary questions into Rupees and amend the figure to represent the 'worth' intended.

Generating Accurate Insight

Due to technological innovations and flexible working patterns, the traditional challenges faced by researchers conducting a cross cultural study, such as time differences, are nonexistent. Today's market researchers are more concerned with understanding the advancements of market research techniques and how these impact different cultures depending on a country's economic prosperity, adoption of technology and cultural limitations.

Which methodology is the most appropriate?

Respecting other cultures means that researchers must adopt a flexible approach when deciding on the research methodology to be implemented. An example of this is in some Asia-Pacific markets, such as Japan, Thailand and Korea, where it is unacceptable to speak with a stranger for long periods on the phone, so face-to-face interviews are the advised method for data generation. Face-to-face interviews are also favored in India, however, this is not due to cultural preferences, but instead to the relatively low adoption of landline telephones within the country.

How do I manage the project in the field?

Once the project is 'live,' researchers must closely monitor results. The precision

(Continued on page 36)



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Alert! Book Review ★★★★★

Think Before You Send: Entertaining Book Will Improve Your E-mail IQ

By Bruce Mendelsohn, MRA

Most of you have experienced that gut-wrenching moment when after hastily composing an e-mail you hit the send button... Only to realize seconds later that it may not have been a good idea to express to your co-workers your “disapproval” of the boss’ latest edict... or to forward that politically insensitive joke... or to send “that picture” of you at a New Year’s party...

For all its convenience, e-mail is a minefield; you need to be very careful before you hit the “Send” button. So read *Send: The Essential Guide to E-mail for Office and Home*, David Shipley’s and Will Schwalbe’s book on e-mail etiquette.

“Send” should be required reading for those of us (and that’s most of us) who send

Title: *Send: The Essential Guide to E-mail for Office and Home*
Author: David Shipley, Will Schwalbe
Publishing: Knopf (April 10, 2007)
Pages: 247
Price: \$19.95

innumerable e-mails a day. The book – by writers (Shipley is Op-Ed editor for the *New York Times* and Schwalbe editor-in-chief of Hyperion Books) for writers – is an entertaining and enlightening look at the etiquette of e-mail.

To begin, Shipley and Schwalbe say it is absolutely essential to think and proofread before you compose and send your e-mail. While some of their ensuing points may seem commonsensical, they say that people get caught up in the convenience and immediacy of e-mail and often forget common sense.

They contend that most people e-mail too fast. “To complicate matters, the speed of e-mail doesn’t just make it easier to lose our cool – it actually eggs us on.” E-mail has a tendency to encourage the lesser angels of our nature: On e-mail, people aren’t quite themselves; they are angrier, less sympathetic, less aware, more easily wounded, even more gossipy and duplicitous.

Their most compelling points come early in the book. Within the first 25 pages, they say: “E-mail is both so intimate and so easy that it makes unwise actions far more likely: Once you have someone’s e-mail address, you can contact that person any time of the day or night from your very own office or bedroom...

“This once unimaginable access clouds our ability to discern who we are in relation to the person we’re writing. Consequently, people issue wildly inappropriate requests to their correspondents that can damage their relationships and derail their careers.”

They heap scorn on “Crackberry” addicts, spurning those who esteem their handheld devices more than they value personal relationships. We all know them: The self-important professionals who check their handheld devices during dinner, on vacation, at a concert, in a meeting, at the park with their kids: Shipley and Schwalbe say this type of behavior merely demonstrates not how important they are, but rather simply that they aren’t paying attention to the people they’re with.

If after sending an e-mail you realize you’ve made a serious error in judgment, the authors proclaim that trying to “Recall Last Message” compounds your mistake. “Subject: Recall Last Message is an invitation for them to read it and then to disseminate its contents as widely as possible.”

Evil genius marketers have leveraged this e-voyeurism: Shipley and Schwalbe tell the story of a friend who deliberately marketed a book by sending out an e-mail blast about it, followed immediately by an e-mail requesting, in its Subject line, that people not read the initial message. “It worked like a charm. Book sales surged.”

As in business and indeed life, the key to

composing e-mails is honesty. “Truth in writing shines through – as does falsehood and phoniness. If we had to choose one hallmark of the phony e-mail, it would be excess. Too much politeness, too many big words, too much of anything means that someone is trying too hard.”

As for jokes, Shipley and Schwalbe say stay away. “If you’re looking for a list of what not to joke about on e-mail, look no further than the nondiscrimination policy of your company or an organization you admire. For starters, none of the following is an appropriate launching pad for a comedy routine: race, creed, color, national origin, gender, ethnicity, sexual orientation, religion, marital status, physical disability or mental illness.”

Themselves writers, Shipley and Schwalbe caution prolific e-mailers not to overlook the value of an old-fashioned letter: “The value of a letter – be it a thank-you note or an apology or a condolence – easily exceeds that of even the most effusive or abject e-mail. A handwritten note makes it personal; a typewritten letter on company stationery makes it official. Each in its own way comes with a weight that e-mail will never have.”

Bruce Mendelsohn is the Director of Communications at MRA. He can be reached at bruce.mendelsohn@mra-net.org.

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¿Por Qué?

Questions Of Validity In Hispanic Survey Research

By Ricardo Lopez, Hispanic Research, Inc.

By now everyone knows about the growth of the U.S.'s Hispanic population, and many companies now include Latinos in their research plans. The research industry has responded eagerly with an unprecedented number of companies offering Hispanic research services. This is a positive development.

When I started suggesting including Latinos in general market research in the mid 80's my clients thought I was crazy; and I probably was, because there were then very limited options for appropriately fielding a Latino survey. Things have changed! Or... have they?

Today almost every big player (and many smaller ones) claims to have the ability to conduct Hispanic market research. The problem is that research companies are surveying Latinos using the same "proven" process that have been established to be successful and appropriate for general market studies. There is ample evidence, however, that conducting research with Latinos using this "proven" approach yields invalid research data.

To understand how Latinos respond to surveys we need to appreciate the cultural differences between Hispanics and non-Hispanics. A lot can be said regarding the fact that the "Hispanic community" is really a U.S. marketing invention that was fueled by our industry's eagerness to classify individuals who did not fit well into our standard classification

categories. After all, Hispanics come from as many as 20 different countries of origin and include individuals of every race.

However, there is no denying that most Latinos share a common language as well as certain cultural characteristics and values that unite them as a group. In fact, many Hispanics in this country have come to identify themselves with their "Hispanic community." These commonalities set Latinos apart as a market segment and differentiate them from non-Hispanics. We need to look closer at the Hispanic/non-Hispanic differences and why they affect data collection methods and data validity.

Many Hispanics are new immigrants who were born outside of the U.S. and are not as familiar with opinion polls and survey research. Opinion research is such a big part of American society that we can assume respondents know about surveys and polls; but in most of Latin America consumers are not as exposed to marketing research as we are in the U.S.

As a result, many Latinos approach survey questions as if they are an academic exam

or a government form because this is their only frame of reference. In that mindset, the Latino respondent struggles to come up with the correct answers to the survey questions. Logically, giving the wrong answer always has negative ramifications when completing tests or government forms. In researching Latinos, especially unacculturated new immigrants, great care must be taken in explaining the research process.

Not being familiar with surveys also has other consequences. Again, in our industry's American mentality we take much for granted. For example, we assume that people are familiar with the concept of a number scale. When asked to rate something on a scale of 1 to 10, many new Latino immigrants will select either 1 or 10 because they

do not know that they are allowed to use numbers in between.

Education also plays an important role in the respondent's ability to complete a complicated survey instrument; and U.S. Latinos as a group have a lower educational level than non-Hispanics. Another factor that creates confusion in Spanish language surveys is the language used in the Spanish translation. Very often researchers purposely instruct translators to translate a survey verbatim because to avoid interpretation errors it has to be exactly the same as the English version. The problem is that this always yields a very awkward and confusing question narrative that often results in more significant data errors.

(Continued on page 32)





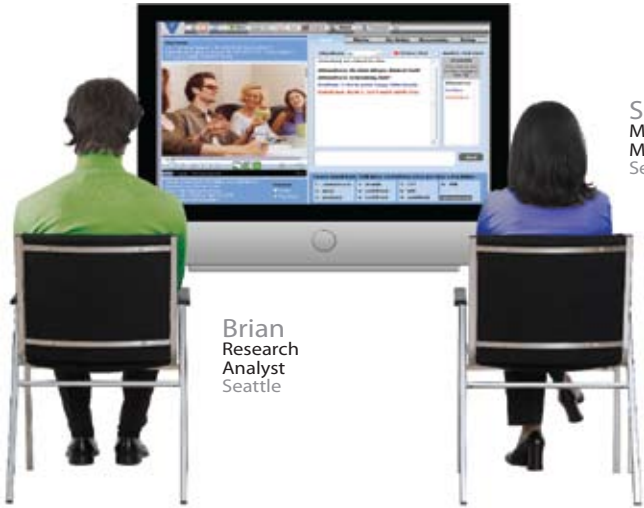
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Salve! Navigating the Intricacies of Greeting in Different Cultures

By Jiri Stejskal, Ph.D., CETRA, Inc.

Experts say that body language can constitute 50% or more of what we are communicating. This is particularly true for greetings. Do you kiss? Hug? Shake hands? Or avoid any physical contact?

Hola!

At a recent company outing I was struck by how differently people from different countries and cultures greet, so I decided to do an

informal survey. Our company provides translation and interpretation services so it is not surprising that more than one half of our staff members were born and raised outside of the U.S. I asked them for their input.

A member of our American contingent directed me to Brigham Young University's Web site, which offers a culture lesson for foreign students on how Americans greet each other. It states that American adults almost always shake

hands when they meet in any setting. Men shake hands with men. Men can also shake hands with women. The woman should extend her hand first to signal to the man it is acceptable to shake hands. Women may hug a good friend if meeting on the street, but they may also just use a verbal greeting. Men don't hug each other, even if they are good friends, and should not hug women they don't know. In a business setting, neither men nor women hug.

Let's compare these customs to the ways people greet each other in other countries. In Ghana, greeting and taking leave are an integral part of social values and training starts right within the family. Your family's integrity is questioned

if you misconduct yourself in public. Public displays of affection such as hugging or kissing are frowned upon and have an erotic connotation. A handshake is the traditional body contact for making peace with another person, congratulating or sympathizing with them or just saying hello.

Jambo

In contrast to Ghana, people in France kiss and hug each other quite liberally. The tricky part is to figure out how many kisses will get the job done without appearing insensitive or overly enthusiastic. The French spread their kissing habit well beyond the family circle and in a business setting. Greeting French people is a virtual minefield for non-natives who are typically far more restrained.

To add to the complexity, the number of kisses ranges from one to a mind-blowing five, and varies not only by region, but also within regions, depending on social status and other variables. One Mr. Debunne is trying to tackle this conundrum through his Web site, *Combien de Bises?* (How Many Kisses?). It provides an interactive map where visitors to the site can cast their vote as to how many kisses are exchanged in their particular part of France. Check it out at <http://combiendebises.free.fr>.

In Iran, men who are related or know each other well will shake hands while kissing each other three times on their cheeks; this is an upgrade from the two kisses that were customarily exchanged prior to the revolution of 1979. Men who are strangers typically shake hands with the younger of them displaying a slight head nod, thus expressing respect for an elder. Women will not shake hands, look at a man, be acknowledged or looked at by a strange man. If acquainted or

Bonjour!

related, women will also give each other three consecutive kisses on their cheeks.

Back in Europe, people in Switzerland typically exchange three kisses even in business settings, whereas Germans tend to restrict kissing to family and very close friends. The Dutch start on the right cheek and peck each other three times. In Italy, the number fluctuates without any particular reason and without a set rule as to which cheek is the first, which results in frequent clashes, particularly for those wearing glasses.

(Continued on page 46)

Reporting From Virtual Worlds 2008

By Mary Ellen Gordon, Ph.D., Market Truths Limited

Virtual worlds are interactive 3-D spaces on the Internet where users meet friends, play games, create things, run businesses, and attend classes and events — but with 3-D avatars representing them. There are virtual worlds for adults, such as Second Life; virtual worlds for kids, such as Habbo Hotel and Webkinz; and virtual worlds for teenagers such as There.com and MTV's Virtual Laguna Beach. In fact, there are now hundreds of virtual worlds (see www.virtualworldsreview.com/info/categories.shtml for a list) and many more under development.

The proliferation of virtual worlds has given rise to a virtual worlds industry. For those interested in virtual worlds, there is an association (see www.associationofvirtualworlds.com), and there have been various virtual worlds conferences in the U.S., Europe, Asia and in virtual worlds themselves (see www.life20.net/pgmxml.php). The largest in-person conference to date was in New York in April when 1200 people gathered at Virtual Worlds 2008 (see www.virtualworlds2008.com).

One striking theme of the conference was an exploding interest in kids' worlds. Keynote speakers on both days focused on worlds aimed at kids and teens (Barbie World, Neopets and MTV). If the conference is any indication, it seems soon no self-respecting toy, kids' movie or cute animal will be without its own virtual world. A question that was posed at the conference is whether the strong demand for kids' worlds will be dispersed across the many (often brand-specific) worlds or if a few dominant worlds will emerge, with at least some open to many different brands (Gaia Online is an example).

With respect to adult worlds, Second Life was featured heavily in previous Virtual Worlds conferences, and a deliberate attempt was made to reduce that emphasis at this conference (also, speakers at this Virtual Worlds conference were drawn primarily from sponsoring companies and

Second Life was not a sponsor). Nonetheless, it often came up in questions, examples and discussions during the breaks. In spite of Second Life's frequently discussed and lamented limitations, it still does not seem to have a serious rival for its position as the most popular general-purpose adult virtual world (as opposed to more game-oriented virtual worlds such as World of Warcraft).

An announcement was made at the conference about an agreement between Linden Lab (the makers of Second Life) and IBM (which is very active in virtual worlds) to make it possible to have some Second Life content behind IBM's firewall.

The issue of firewalls has been a big barrier to greater corporate adoption of virtual worlds, so it will be interesting to see if this initiative and

efforts by IBM to facilitate interoperability between worlds will increase corporate interest in virtual worlds.

A new feature at the Virtual Worlds 2008 conference was a virtual law track. For me that was the highlight of the conference. Operating in virtual worlds raises a host of legal questions for us and our clients. These include:

copyrights, trademarks, employment law, contract law, property law, tax laws and privacy regulations. If that's all not complex enough, the added twist when considering the virtual world context is jurisdiction. For example, it's not uncommon for us to have a project where work is being done in New Zealand on behalf of a client based in the U.S. or U.K. running through servers in California and involving research participants from dozens of countries throughout the world.

The burgeoning virtual worlds industry has attracted the attention of many lawyers, some of whom now specialize in virtual worlds law. Many of them participated in the virtual law track, including one who, as far as I know, has written the first virtual law book (*Virtual Law* by Benjamin Tyson Duranske). The virtual law track provided an opportunity to get consensus opinions about the

“One striking theme of the conference was an exploding interest in kids' worlds. Keynote speakers on both days focused on worlds aimed at kids and teens.”

status of some of those previously described issues from those in the best position to know — even if on occasion the consensus answer was “no one knows.”

Virtual Worlds And Research

Turning directly to research, metrics have become a hot topic in virtual worlds and this was reflected at the conference. Unfortunately, much of the discussion about metrics tends to be quite superficial and over-simplified. A joint initiative (among several virtual world developers and platform owners) was announced at the conference to try to come up with a common system for counting users. The idea is to come up with something analogous to Nielsen ratings for TV or site visits for Web sites.

The desire to have a common yardstick by which to compare virtual worlds is easy to understand but, as researchers, we know that measuring things is often not as easy as it first appears. That's certainly true in this situation. The use of a common metric assumes that all brands are present in virtual worlds for promotional purposes, but that assumption is flawed. Many companies are doing R&D, recruiting or using virtual worlds to hold meetings among geographically dispersed employees, customers and suppliers.

Even focusing specifically on promotion, the metrics used or proposed to date tend to be analogous to those often used on the Web in that

they essentially measure users' time. As on the Web though, time may not equate to attention, interest or impact. And user counts are not necessarily limited to users who are part of the target market for the company in question.

Finally, the fact that virtual worlds offer real-time interactivity in engaging 3-D environments makes them more immersive than other forms of promotion. Companies that take advantage of those characteristics should be able to generate deeper connections with their target markets than a simple users' time measurement might suggest. The encounters they have with members of their target markets in virtual worlds are also likely to be part of a broader relationship that includes other channels, so all of the issues associated with measuring influence (and interactions) across channels also come into play.

2008 promises to be another interesting year in virtual worlds, with issues such as privacy and safety possibly becoming more prominent.

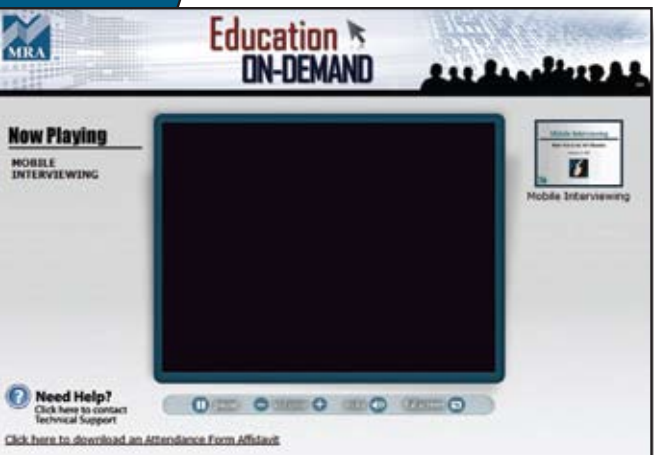
Mary Ellen Gordon, Ph.D. is the Managing Director of Market Truths Limited. She can be reached at m.gordon@markettruths.com.

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Some Things Get Lost In Translation

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Some words are impossible to translate because they do not exist in Spanish. The word “parent” is a good example. In Spanish we say either “mother” or “father” and do not have a word for “parent.” Other language concerns include differences in some of the Spanish words used to describe the same object depending on the country of origin; but these concerns are not as important as the overall survey communication approach.

Hispanics generally communicate differently from how non-Hispanics interact. Latinos usually prefer a more informal/emotional communication approach. In interacting with each other Latinos strive to connect emotionally before any exchange of information takes place. This tendency transcends all communication topics.

Even in commerce, Latin Americans often do business by befriending each other first, and then work out the details after the deal is practically sealed. Latino communication relies heavily on non-verbal gestures, tangents and storytelling. Hispanics connect with each other by avoiding structure. The communication thrives when it occurs in a typical Latino laid-back setting; only then do Latinos feel comfortable expressing their true feelings and opinions. A rigid structure brings out the feeling of governmental or academic communication. As can be surmised, how Latinos prefer to interact is the antithesis of how quantitative research communication is normally structured.

Cultural issues also contribute significantly to Hispanic research error biases. The Latino tendency to “be nice” in answering survey questions is culturally based. Once a Hispanic respondent agrees to the research interview, he or she usually feels compelled to do his or her best to be respectful to the interviewer and to not offend the sponsor by giving negative opinions.

The Latino behavior when it comes to propriety and respect can be significantly different than that of non-Hispanics. Hispanics place a lot of weight on teaching their children the value of respect; they often engage in respect-induced cultural rituals that would seem ridiculous to non-Hispanics. The popular crossover phrase “mi casa es su casa” (my house is your house) is a prime example of this attitude. It is not unusual for Latinos to introduce themselves to a stranger by adding the words “a servant” after their name.

From a research standpoint this cultural affinity results in Latino respondents working very hard to answer the questions according to what they think the interviewer or research sponsor wants to hear. The issue is greatly compounded when Latinos receive an incentive honorarium for their responses because they then feel even more compelled to “be nice.”

The science of statistics dictates that to avoid errors in the data, all questions need to be asked to all survey respondents in exactly the same manner without any deviation or interviewer

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The Latest EU Initiatives On Data Protection And Privacy

By Kathy Joe (ESOMAR), Pauline Weinzierl (APCO) and Lex Olivier (EFAMRO)

(This update is provided courtesy of the World Industry Network (WIN))

EU Data Privacy Working Party

The European Commission’s Data Privacy Working Party issued an opinion last year on personal data to provide more guidance on how to apply data privacy rules. It states that video surveillance is covered by data privacy rules (even if some of the people recorded are not actually identifiable) and discusses whether IP addresses are covered (even if the user in some cases cannot be identified).

Next steps: An ESOMAR project team of experts will study this opinion to see whether it impacts guidelines for good practice.

EU Directive on Unfair Commercial Practices

The EU Directive on Unfair Commercial Practices aims to harmonize national laws protecting consumers against unfair commercial practices,

misleading marketing and advertising communications and aggressive sales techniques including high pressure selling.

The two defining criteria for unfair commercial practice are:

- If it is contrary to the special skill and care which a trader may reasonably be expected to exercise in line with honest market practice, and if it can appreciably impair the consumer’s ability to make an informed decision causing them to take a transactional decision they would have otherwise not have taken.

Next steps: The Directive should have been implemented in the EU by December 2007 but as 13 states still have to adapt their legislation, the Commission is tracking national transposition. It covers business-to-consumer commercial practices and ESOMAR will check if it is sufficiently explicit to prohibit traders posing as market researchers.

(Continued on page 40)

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Validity Concerns In Hispanic Research

(Continued from page 32)

interpretation. Field companies take great care training interviewers to only repeat the question if it was not understood by the respondent and to take only a response that exactly matches one of the alternative answers given in the survey. Rephrasing and interpretation is not considered appropriate.

When conducting Hispanic quantitative research this practice can be extremely frustrating to the Latino respondent and often results in serious validity issues that dwarf the interviewer bias errors we seek to control. The problem is so pervasive that it affects the majority of all Latino surveys being conducted. Here is a typical scenario that one may witness when monitoring a Latino survey.

INTERVIEWER: Which of the following would you say is your favorite color? Is it white, green, blue, yellow or red?

RESPONDENT: Oh that's a good question! I think my preference comes from when I was a little girl. I remember that my grandfather used to take us out every Saturday for ice cream in his bright red truck. I have such good memories of how that truck would shine in the sun! It really makes me feel good about the color.

INTERVIEWER: Then, which of the following would you say is your favorite color? Is it white,

green, blue, yellow or red?

RESPONDENT: Well... just as I said before.

INTERVIEWER: Ok, is it white, green, blue, yellow or red?

RESPONDENT: Blue?

INTERVIEWER: Is that your answer?

RESPONDENT: Yes, I guess...

What happened here? The Hispanic respondent was communicating in a typical Latino fashion using tangents and storytelling. She thought she was being perfectly clear in her response and did not understand why the interviewer refused to take her answer. She could only guess that the interviewer was hinting that her answer may not be what they want to hear. So to please the interviewer she changed her answer. The frustration felt by the respondent in this interaction would have also affected the rest of the survey.

Some survey research methodologies are more effective than others in obtaining the Latino opinion. As you can gather by now, the more personal the interaction, the more effective the survey is in engaging Hispanic respondents. This means that in-person administered interviews generally work best, followed by interviewer-admin-

(Continued on page 39)

Dear Dr. Pete

Dear Dr. Pete:

I've been commissioned to conduct some multi-national research. It seemed pretty easy – just a bunch of attitude batteries using 1 to 10 scales – but now my client is asking if the results are a true reflection of real differences between cultures or just the way in which different cultures answer questions. Help!

SS Stevens

Dr. Pete replies...

Dear SS,

Your client is to be congratulated for asking the \$64,000 question and you now know why international research is so difficult. Yes, it's really easy to conduct this stuff without having to leave the comfort of your office, but what does it all mean?

We researchers can be a funny lot. We recognize that people are different in terms of their behaviour and attitudes (after all, that's what we try to measure), but we ignore the uncomfortable fact that different people might fill in our questionnaires differently. I guess a lot of this stems from us having no point of reference. We hope and pray that there is no "cultural effect" and that one person's score of 4 is the same as the next person's score of 4. If we really knew what a 4 meant for every person personally we could weight the responses.

Of course, this is all nonsense. Real people in their real lives don't think in terms of scores "out of ten." When you decide to buy one brand rather than another, you just do it. You don't total a bunch of scores on various attributes and weight them according to your personal attribute importance; you just choose a brand.

Imagine a crazy scenario in which all the people who use brand A have a personal top scoring of 8: they don't believe perfection can be achieved. Alongside them are all the people who use brand B. They are the opposite: they believe every company is trying its best and so all companies must be scored at least an 8. The scores for brand A will not exceed 8 and the scores for brand B will be at least 8. Does this make brand B better than brand A?

This in a nutshell is the problem facing researchers doing international research and using scales. Now I know you're all asking yourselves, "Is Dr. Pete going to reveal the calibration or weighting necessary to correct this cultural difference?" Unfortunately not. If I knew the easy answer to that I would be a rich man. The extent of the "problem" depends on the nature of the research and the subject matter.

Certainly you can see if there is a cultural effect by plotting the Top Box scores for unrelated questions Country A against Country B. If you see a pattern that all of Country B's Top Box scores are lower than Country A's Top Box scores, you might assume that it is a cultural effect rather than a real phenomenon. This just might be enough to head your client off at the pass. It is even possible to calibrate from this type of analysis. Another alternative is to include some culturally neutral statements to try to estimate a true score equivalence on the given scale.

Market researchers aren't the only professionals who struggle with this stuff. Psychologists, management scientists, and health researchers all have to cope with the same problem. For some interesting academic reading, just type into Google "calibrating scales in cross cultural studies."

I hope this helps.

Dr. Pete

To ask Dr. Pete a question, e-mail Pete Cape at pete_cape@surveysampling.com

Dr. Pete Cape is the Knowledge Director at Survey Sampling International. He can be reached at pete_cape@surveysampling.com.

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Leave Some Things To The Locals

(Continued from page 19)

applied during the planning stages must be maintained and each deadline must be achieved. One simple delay could have serious consequences. A system must be in place to sound early warning signs of trouble. Is the research producing inconsistent insight, and could this, for example, be a result of the method used for data collection? Intervening quickly ensures no long term problems are encountered that would delay the project and have costly consequences.

What information should I feed back to the client?


The final stages of cleaning and coding the research are extremely time consuming. The data must be comparable and provide a consistent level of insight across each market. Any suspicious information needs to be queried, a random sample should be re-contacted and any open-ended questions translated back into English.

Simultaneously, a client doesn't want to have information overload. Researchers must take time to focus on the facts and figures that offer the most value, and present the information clearly and with distinguishable business actions.

Due to the scale of the project and the many variables involved, allocating time to answering a client's questions is strongly advised. This offers an opportunity to share the knowledge of the company, work of the team and position its cultural awareness.

Having a Presence

Central to each element of delivering cross-cultural research – from planning to implementing to debriefing – is understanding the local market. Researchers should never underestimate the value this adds to the research and profitability of the project. Something 'unexpected' will always come up, and having a presence within the country and an understanding of 'why' an issue has arisen enables a research agency to deal with it efficiently, reducing costly project delays and client embarrassments.

It is important to remember that even markets that appear to be similar in culture or language (for example the U.S. and U.K.) will require terminology to be regionalized and realistic sample sizes to be estimated. 

Owen Jenkins is the CEO of Kadence USA. He can be reached at ojenkins@us.kadence.com. 



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This award recognizes a company that has provided outstanding volunteer efforts and/or has shown outstanding support at the **National level for 5 years or more.**

Considerations should be:

Number of volunteers that the company has allowed to participate for conferences, educational events, Boards, Committees and Task Forces at the National level; the support of National Conferences through attendance; significant gratis efforts on behalf of MRA; magnitude of Volunteer time on behalf of MRA.

2007 Recipient:
Schlesinger Associates, Inc.

To access the nomination form, use this link:
www.mra-net.org/pdf/company_award.doc

Rising Star Award

This award recognizes individuals who have provided outstanding volunteer efforts at the National level for **LESS than 5 years.**

2007 Rising Star Recipient:
Steve Larson

To access the nomination form, use this link:
www.mra-net.org/pdf/rising.doc

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This award recognizes individuals who have provided outstanding volunteer efforts at the National level for **MORE than 5 years.**

2007 Shining Star Recipients:
Linda Brazel; Tammie Frost-Norton

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Fax ALL nomination forms to Aisha Terry at 860-682-1010. Deadline for submissions is 5:00 PM Friday, August 15th!



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Alert!

Validity In Hispanic Research

(Continued from page 34)

istered phone interviews.

Computer administered phone interviews and self-administered online surveys are not as effective because they are considered impersonal and "too structured" for the way most Latinos prefer to communicate. Self-administered paper surveys are far at the end of the effectiveness spectrum and should be avoided when interviewing un-acclulturated Hispanics.

While the research industry has responded to the demand for Hispanic research data

collection, it has failed to do its homework and is acting on the assumption that the industry's "proven" research practices apply to Latino survey research. As this article demonstrates, they do not.

As an industry we have the responsibility to adapt the research process to improve Latino data validity. A basic understanding of the Latino culture is necessary to conduct effective research with Hispanics. We must adapt our approach and not act blindly thinking that we can merely translate a questionnaire, use a Spanish speaking interviewer and achieve good results.

There are many other issues that affect the effectiveness of Hispanic market data collection:

- Sampling accuracy often suffers because of the Latino tendency to live in households with many family members, their transitional or legal status and their propensity for not having a phone registered in their name. Many sample companies do not have a good representation of un-acclulturated Latinos.
- Demographics that are commonly collected in general market surveys do not necessarily have the same connotation when interviewing Hispanics. Income, for example, is usually problematic because many have difficulty understanding the concept of household income. They often live in large households that house what we would consider the immediate family as well as other family members like aunts, uncles, cousins and grandparents. Not only do respondents not know what their other family members make, the whole concept of household income becomes meaningless for comparison purposes. Income is also not a good measure of Latino social status because many highly educated new immigrants have disproportionately low income levels, while others with very low education may earn high incomes in demanding blue collar jobs.
- Many companies translate open ended responses and then code those responses in English. This practice results in significant coding errors. Coding should be conducted in Spanish and then the codes can be translated into English.
- Homework, diaries and other heavily structured or complicated exercises do not work well with Latinos and should be avoided.

Steps To Improve Latino Data Collection:

- Understand that Latinos communicate differently and that their cultural background affects their responses to a survey. Hispanic staff managers who understand the Latino culture helps avoid the pitfalls of working under false assumptions and misconceptions.
- Allow interviewers to communicate in a Latino style. Brief them on the purpose of the research so they can prevent the introduction of interviewer bias while allowing for Latino storytelling and interviewer interpretation. Build the extra time required into the cost structure.
- In the questionnaire design, take some time to explain up front the importance of total honesty in their responses and how "being nice" means giving negative responses, if warranted. Design instruments that use simple ordinary language and avoid complicated scales, grids or responses that require percentage summation. Also avoid complicated homework assignments or structured diaries.

(Continued on page 48)

Update From Europe

(Continued from page 33)

Children's Privacy Issues

The European Commission public consultation on safer Internet for children last year focused on illegal and harmful content, user-generated and online communications. It highlighted the Internet's useful role in education, information and entertainment and the difficulty of completely protecting children and young people from harmful, illegal or sexually undesirable content.

Meanwhile, a Eurobarometer survey published in August 2007 on children's usage of online technologies showed that children are generally aware of the potential online risks and the necessary precautions.

Next steps: The Commission wants to harmonize legislation to prevent online child abuse. It will continue promoting awareness and educational campaigns and push this up the political agenda. It will also refine how the EU's Safer Internet program can best contribute to Internet and mobile phone child safety. Researchers should take extra care when surveying children online.

Huge Fines for Silent Calls in the U.K.

Companies in the U.K. that plague consumers with silent calls can be fined by telecom authority Ofcom. Silent calls are calls in which the person called experiences silence on the line when they answer the phone. Silent calls are usually caused when automatic dialing machines ring potential customers but generate more calls than the call centre staff can deal with.


In 2006, Ofcom increased the maximum fine from £5,000 to £50,000 for each offense. As this proved to be only partially effective, Ofcom decided last year to extend its monitoring and enforcement program for another six months and to investigate whether particular users of automated calling systems

are complying with its requirements. It has already imposed hefty fines and introduced three new rules for the U.K. industry:

- Abandoned call rates must be below 3% of all calls made in any 24-hour period for each campaign. All abandoned calls must carry a short recorded message identifying the source of the call. Calling line identification (CLI) must be included on all outbound calls generated by automated calling systems to allow people to dial 1471 and access the telephone number of the person or organization calling them.

RFID and E-Privacy

A 2006 public consultation on smart radio tags (RFID) showed growing public concern about how personal data is used. The Commission responded by saying it planned to address privacy concerns as it wants to boost consumer confidence and Europe's position in this market. An expert group is helping to develop a policy proposal due in mid 2008; privacy and governance issues will be addressed in a communication on "The Internet of Things" due first quarter 2009.

Next steps: RFID technology is still too expensive for general use in market research but several companies are testing it for readership surveys whereby a microchip tag is placed on magazine pages that will be detected by a remote tag reader when designated pages are turned. The Commission's security and privacy principles could eventually be built into the e-privacy Directive on electronic privacy which could be applied from 2010. Meanwhile, researchers should be aware of privacy concerns in developing RFID technology, especially if personally identifiable information could be collected. 

CMOR is the only industry association actively performing the duties of watch dog on federal and senate issues. CMOR's offices are based in Washington, D.C.

For more information, please write to information@cmor.org. 

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Team Executive Business Development

- Proposal writing for quantitative and qualitative research projects that address various key MR questions
- Development and management of project budgets that achieve target profit margins
- Expansion of the company client base by both fostering of existing clients and exploring client opportunities
- Extensive client interaction across all phases of MR projects from proposal, through design, execution and reporting
- Mentoring of staff including development of project-related skills and provision of advancement opportunities
- Management/Coordination of all members of project team that could include Operations, Advanced Methods Group, junior staff and consultants to ensure objectives/expectations are met within project timeline
- Responsible for all aspects of MR projects including materials development, data collection and analysis; including interaction with AMG

Requirements:

Bachelor Degree (graduate-level preferred), 10+ year's industry experience, Strong analytic and writing abilities, Excellent client management skills, Sales/business development experience, Willingness to travel out-of-state/country

Quantative Market Research Manager

ING DIRECT, the nation's largest direct bank and 4th largest thrift, seeks an individual with strong analytical skills to lead quantitative marketing research projects in its brokerage division (Bellevue, WA). Essential Functions:

- Design and execute online customer surveys and analyze results in support of product development, advertising effectiveness measurement, loyalty and satisfaction measurement and market segmentation.
- Mine the customer database for behavioral patterns to suggest and/or support customer marketing initiatives.
- Develop statistical models to predict customer value, customer response and classify customers based on household, demographic and transactional characteristics.

• Prepare and present to senior management final reports of quantitative research projects that include findings, interpretations, conclusions and recommendations.

Experience & Qualifications:

- Strong in multivariate statistical analysis and modeling
- Ability to render and convey actionable conclusions from marketing data
- Excellent problem-solving skills
- Well-developed written and verbal communication skills
- Self-directed with ability to multi-task and prioritize
- Experienced user of SPSS, SAS or equivalent
- BA/BS with 5 - 7 years experience in quantitative marketing research or marketing analytics

Associate Team Executive**About the Role:**

- Manage/Coordinate project team: Operations, AMG and associates/interns, and guide team/department progress against work flow plans
- Develop questionnaires, discussion guides and other project materials under supervision of TE's
- Data collection on qualitative side (TDI, IDI, Focus Groups) Analyze data, supervision of field, coordinate process with Advanced Methods Group, develop analysis plan, tab plan, ensure data quality control, ensure development of graphics plan
- Report writing, preparation and some direct client presentations (at Senior levels)
- Proposal writing – assist with proposal, sales materials
- Some travel may be expected

Requirements:

Education: Bachelor Degree (Masters preferred)

Experience: 5+ year's industry experience

Please send resume & salary requests to Barbara Durning at bdurning@biovid.com or contact at 609-750-1400X135 Please reference Alert/MRA

Market Intelligence Economist Manager and Sr. Market Research Analyst**Market Intelligence Economist Manager**

The Manager of Market Intelligence provides contextual reporting to North American Headquarters and divisional constituents. The position aggregates key research information sources on industry movements/macroeconomic trends to draw insights for the purpose of driving Samsung business and strategy.

Sr. Market Research Analyst

The Senior Marketing Research Analyst provides contextual reporting to Samsung constituents. Analyst aggregates both qualitative and quantitative information sources on Samsung and competition and reports

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information to relevant parties across the organization. Please view the full job description & apply online: www.jobs.samsungusa.com . If you have any problems applying online please email: jsinclair@sea.samsung.com. Location: Ridgefield Park, NJ
Relocation assistance is available

Field Coordinator

Field Coordinator for RTP, NC market research company specializing in music and media resarch. Duties include securing, monitoring and briefing data collection vendors to ensure accuracy and quality; ordering sample; preparing materials, and communicating progress to research staff. Market research industry experience a plus. Negotiation, problem solving skills and being able to juggle numerous concurrent projects in a fast-paced environment with minimal supervision a must. Apply via email only by sending resume and salary requirements to jobs@ColemanInsights.com

Director, Market Research (pharmaceuticals)

Company: Leading Pharmaceutical Company Location: Southeast The Director, Market Research will serve as the senior-most market research leader for the U.S., heading all market research activities. S/he will lead a first-rate market research organization and partner with senior management to identify market research needs and develop objective, actionable information about current/ future markets and the evolving competitive landscape. The Director will provide expert market research insight regarding strategic planning decisions, product

marketing, sales management and forecasting and ensure effective communication and implementation in support of the company's financial and growth objectives. For Consideration and additional information please submit resume to Inquire@Koenig-Associates.com with the subject line "Market Research."

Principal Research Analyst

Altria Client Services is currently seeking a highly qualified Principal Research Analyst to join our Marketing Research department in Richmond, VA. Altria Client Services provides high quality services to the Altria family of companies including Philip Morris USA and John Middleton, Inc. Working in our Information Management group, the selected candidate will play a critical role in managing and interpreting the data that drives key marketing decisions for existing and new products. You will get the opportunity to collaborate with top tier marketing research vendors as well as our existing team of research experts. Other challenges will include: · Providing expertise in retail sampling and data collection methodologies · Providing actionable insights on key business drivers and market dynamics based on primary and secondary data sources · Managing multiple vendors, contracts, project deadlines, and budgets · Presenting results of analysis to management level audiences
Qualifications: · An MBA, PhD or other advanced degree in Market Research plus a minimum of four years of relevant experience. A background in Economics and/ or Mathematics would be highly desirable. · Well developed expertise in retail sampling and data collection methodologies. · Strong statistical and data analytic skills · Well developed project and vendor management skills · Excellent oral and written communication skills

and the ability to work in a team environment Benefits: At Altria Client Services, we recognize that our people are the reason we achieve our business goals. In addition, we believe in developing the leadership potential of our employees by providing them with opportunities for training, development and advancement In addition to the opportunity to apply your data management skills toward key business objectives, we offer an excellent compensation package including a competitive base salary, comprehensive health/vision/dental insurance, participation in our deferred profit sharing and incentive compensation programs as well as a relocation assistance package. PLEASE APPLY ON-LINE: <http://appclix.postmasterlx.com/track.html?pid=402881bd151c72db01151e75422104d9&source=MRA>

Customer Analysis and Research Analyst

Customer Analysis and Research Analyst Great Company, Exciting Career, Excellent Advancement Opportunities! The Batesville Casket Company is looking for a Customer Analysis and Research Analyst for our Batesville, IN location. JOB SUMMARY: The Customer Analysis and Research Analyst will manage the customer analysis and research function for the marketing department. This includes: conducting and analyzing qualitative and quantitative data; analyzing customer purchasing trends, program performance, historical preferences, business needs and loyalty behavior. SKILLS REQUIRED: • Bachelor's degree; 3+ years Marketing Research and Analysis experience. • Ability to draw meaningful insights from complex data. Send resume to: christine.perkins@fadv.com M/F/D/V

Market Research Analyst/Project Manager

Classification: Marketing
Occupation: Market Research
Career Level: Experienced
Location: Rockland, MA
Company: Smiths Medical
Industry: Manufacturing - Medical Devices
Smiths Medical is a division of Smiths Group a global technology leader headquartered in London, England. Smiths Group is a diverse group of businesses and our people continue to reflect that diversity. Smiths businesses employ approximately 22,000 people in over 50 countries. Traded on the London Stock Exchange and recognized as a FTSE 100 index company. When you join us you will be involved in making products and offering services that make the world safer, healthier and more productive. Market Research Analyst/Project Manager With strong analytical, interpersonal, and written communication skills and excellent planning, organizational, project management and time management skills, the successful candidate will plan, coordinate,

collect, analyze and report findings from market research activities, inclusive of both primary and secondary market research.
Specific responsibilities include, but are not limited to:
* Conducting secondary research and report on findings.
* Planning/coordinating primary research projects, inclusive of defining methodology, survey design, vendor selection, and overseeing data collection.
* Conducting quantitative analysis on primary/secondary research data to develop business insights and translating findings into actionable solutions (i.e., report writing).
* Coordinating and facilitating information needs of departments and/or product franchises, as needs arise.
Qualifications include:
* Four year degree in life sciences, marketing or business; masters degree a plus.
* 3+ years experience in market research or marketing, preferably in the health care industry (but not required) or with a market research supplier, including experience in managing projects from start to finish.
* Ability to work on complex problems where analysis of situations or data requires an evaluation of intangible factors.
* Working knowledge of SPSS and/or Sawtooth Software desired.
We offer competitive salaries with an outstanding benefits package, including Employee Medical, Dental, Vision, & Life Insurance, Optional Spouse & Dependent Life, 401 (k) with Company Match, Retirement Account Plan, Paid Time Off, Tuition Reimbursement and more.
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Market Research Analyst - 8202

NAVTEQ is the leading provider of digital map data for Vehicle Navigation, Internet & Wireless applications and Enterprise Solutions. Cutting edge applications such as these are part of a growing set of applications that enhance consumer's access to information while they are mobile. We have coined the term 'informed mobility' to represent this emerging need. NAVTEQ data is used in virtually all of the leading navigation systems in both North America and Europe. Our customers rely on NAVTEQ digital map information for use in their applications based on its accuracy, detail and completeness. We are currently looking for a Market Research Analyst – 8202 in Chicago, IL. Responsibilities: • Analyze survey data and chart preparation using SPSS and Excel • Survey questionnaire setup and implementation • Evaluate and place orders for third party research and subscription services • Maintenance of market research intranet web

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page and document repository • Weekly publication of internal weekly the news digests • Preparation of market research reports for internal consumption • Provision of research information and extracts to internal business and operational units upon their request for information Requirements: • Experience of prior work in an analytical role related to market research • Experience in a variety of analytical methods; statistical analysis skills are essential to conduct analyses of raw survey data for descriptive and multivariate analysis in SPSS and Excel • Ability to create and implement online and telephone surveys • PowerPoint skills: preparation of presentations and reports in PowerPoint • Ability to closely manage research projects that have been outsourced for implementation to external market research service companies • Self-motivation: ability to work in an autonomously when needed • Ability to identify opportunities for operational improvements relating to the market research function NAVTEQ is an Equal Opportunity/Affirmative Action Employer M/F/D/V To apply contact: Dawn Parrott Senior Staffing Specialist careers-corps6@navteq.com

Facility Director - New York, NY
Manhattan-based Focus Group facility seeks to fill the position of Facility Director. Responsibilities include management of facility, oversight of research and project managers, communication with corporate management and clients, and other duties as needed. Minimum 2-3 years research experience required. Approximate salary 75k.
To apply, please forward your information to Connie at Connie.yan@mra-net.org with the code #701 in the subject.

Applied Demographer
Location: Miami, FL Responsibilities: Prepare micro-geography population, household estimates and projections. Research on consumer and lifestyle segmentation; create customer profiles using purchasing behavior and the customers' population and household characteristics .Requirements: Outstanding quantitative analytical and demographic forecasting skills, experience creating population and household estimates using demography techniques ,survival models, stable population theory, trend extrapolation, cohort-component, non-parametric regression, logistic regression, and econometric models. Knowledge of U.S. Census SF1, SF3, and SF4 data sets, PUMS data, American Community Survey, Bureau of Labor Statistics data, advanced transactional SQL on MS SQL Server 2005. Contact Information: Maria J. Ribadeniera: mrribadeneira@latinforce.net

Sr. Position - Business Development & Account Mgmt
Job Description: Ugam Solutions, a leading provider of survey research operations and data collection services to the global MR industry is seeking an experienced senior level executive to grow key client relationships in North America and to seek new business opportunities with leading MR agencies and other research buyers. In this role, you will help grow our marketing research business by building lasting relationships with new clients and meeting aggressive sales targets. You will oversee some of our most important client relationships and guide our partners in their efforts to improve competitiveness, operating efficiency and results by effectively leveraging our global research delivery capabilities. You will liaise with our internal teams to insure consistent performance and delivery and high levels of client satisfaction. Using your considerable Marketing Research experience, you will also help our team shape marketing communications, client proposals, and product and service offerings in order to demonstrate our proposition, capabilities and values. The position will report to the Chief Marketing Officer. Designation and compensation will be commensurate with experience and will include a significant bonus potential for meeting or exceeding sales and client satisfaction targets.
SKILLS & EXPERIENCED REQUIRED

- 10+ years of experience
- We believe that candidates with a variety of backgrounds and experience in the MR industry can succeed in this role. We would prefer to see 5+ years of Sales & Business Development experience in a data collection or research services company OR 5+ years working for a full service MR firm in a senior project management or senior operations role
- Clear understanding of the survey research process and value chain
- A passion for great client service and a love of engaging with clients, prospects and internal stakeholders
- International experience a big plus
- Interest and ability to work from a home office and travel 1-2 weeks per month. Some international travel to India and elsewhere required
- Requires a self directed, motivated employee with an interest in accountable independence

To apply, please e-mail jobs@ugamsolutions.com and reference the code BD101

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Congratulations To MRA's Award Winners!

MRA National Awards

Honorary Lifetime Membership	Richard Rands
Distinguished Service	Merrill Dubrow, M/A/R/C Research Steve Schlesinger, Schlesinger Associates, Inc.
Award of Excellence	Merrill S. Shugoll, Shugoll Research

MRA Chapter Awards

Chapter of the Year Award	Florida Chapter Southwest Chapter
Atlanta/Southeast Chapter Service	Chanttel Allen, The Olinger Group, Inc.
Chicago Chapter Service	Michele Conway, Mazur/Zachow, Inc.
Florida Chapter Service	Nancy Ulrich, Ulrich Research Services
Great Lakes Chapter Service	Ray Benack, Think Virtual Fieldwork
Mid-Atlantic Chapter Service	Carolyn Chyzus, Social Security Administration
Minnesota Upper/Midwest Chapter Service	Linda Daniel, Harris Interactive
New England Chapter Service	Paul Reynolds, Performance Monitor, LLC
Greater New York Chapter Service	Paul Posluszny, Marketing Systems Group
Northwest Chapter Service	Carole Wiedmeyer, Zanthus
Philadelphia Chapter Service	Bette Anne Champion, GfK Strategic Marketing
Southern California Chapter Service	Scott Baker, Adept Consumer Testing
Southwest Chapter Service	Brad Larson, ICT Group – Research Services

How Many Times Should We Kiss?

(Continued from page 29)

Two kisses are typically traded in Austria and in Scandinavia. The same holds for Spain, but with a proviso that the right cheek is always first. In Belgium one kiss is the rule when greeting a person of the same age; if there is an age difference, three kisses can be exchanged as a mark of respect by the younger participant in the greeting ritual.

Etiquette is supremely important in Great Britain. Among the British, a handshake is the most common form of greeting and is customary when you are introduced to someone new. It is only when you meet friends whom you haven't seen for a long time that you would kiss the cheek of the opposite sex. In Britain one kiss is generally enough.


If Britons are unsure how to greet their French cousins, the French face a similar obstacle when it comes to shaking hands with the Britons. A *New York Times* article from 1895 called it a regular orgy when a foreign visitor to Liverpool counted no less than 24 handshakes among six people in the time span of 15 minutes. Today, a teacher of etiquette at St. Olaf College tells us that when greeting people in England, have the same handshake for everyone. Having a different handshake for men and women is sexist, he notes, adding that you should not be afraid to move closer to someone to shake hands and then step away to talk.

Asia is an entirely different story. In Japan, the customary greeting is the bow. However, some

Japanese may greet you with a handshake, albeit a weak one. If you are greeted with a bow, return with a bow as low as the one you received. How low you bow determines the status of the relationship between you and the other person. When you bow keep your eyes low and your palms flat next to your thighs. The business card should be given after the bow.

In China, personal contact should always be avoided. It is highly inappropriate for a man to touch a woman in public. Bowing or nodding is the common greeting among Chinese; as a foreigner, you may be offered a handshake. Wait for the Chinese to offer their hand first.

When in doubt, use a handshake, but keep in mind that the American style handshake with a firm grip, two quick pumps, eye contact and a smile is not universal. Variations in handshakes are based on cultural differences, not on personality or values. The Japanese give a light handshake. Germans offer a firm shake with one pump, and the French grip is light with a quick pump. In the Middle East, people will continue shaking your hand throughout the greeting.

No matter where you are, it is important to be sensitive to and show appreciation for the local customs. Greeting is the initial contact and sets the tone for all communications that follow. 

Jiri Stejskal, Ph.D. is the President of CETRA, Inc. He can be reached at jiri@cetra.com. 

(Continued from page 44)

Data Collection Manager

The Data Collection Manager is responsible for management of telephone-based portion of the National Consumer Survey (NCS) and Hispanic Supplemental (HS) syndicated data collection projects and staff team members, as well as support of mail-based initiatives. This position is charged with meeting consent and in-tab targets while meeting required quality standards, and producing the highest response rates possible. Major job functions include management of staff, call center vendors, and sample planning, plus oversight of quality control (including monitoring) and training. Also, this position acts as a liaison with other Operations departments, as well as Custom Research, Product, Production, and MIS groups. Skills required: BA/BS or equivalent experience. 8-10 years functional experience. 4-6 years supervisory experience. Strong knowledge of call center operations. Strong knowledge of data quality assurance practices and methodology (consumer/media research preferred). Strong knowledge of PC desktop applications. Strong oral and written communication skills. Strong vendor and project management skills. Strong problem solving and analytical skills. Bilingual (English/Spanish) preferred. Location: Deerfield Beach, FL Contact Information: Cari Brougher at cari.brougher@experian.com

Marketing Research Analysts

Philip Morris USA, a leading manufacturer and marketer of adult consumer products, is seeking two highly qualified Research Analysts to join our Market Information and Consumer Research group in Richmond, VA. Successful candidates will serve as internal business consultants to one or more key client groups and will provide actionable insights on key business drivers and market dynamics based on primary and secondary data sources. Specific accountabilities include: •Analyzing information and developing business strategies with internal client groups to help build the business •Designing, executing and interpreting quantitative and/or qualitative analyses on strategic business issues •Providing analytical support to a number of key business project teams •Assisting in the identification of strategic business opportunities •Providing written and/or oral reports on findings to management, with emphasis on implications of possible PM USA or competitive actions •Providing ongoing tracking and reporting on market developments Qualifications: •MBA or advanced degree in Market Research, Economics, Marketing, Finance or Social Sciences •A background in mathematics and/or statistics is a plus •Strong data analytic skills •Well developed project management skills •Demonstrated vendor management skills •Strong organizational skills and attention to detail •Strong interpersonal skills and excellent oral and written communication skills

•Leadership qualities to engender the cooperation, respect and support from other team members •Sound, independent reasoning and judgment to establish work priorities, handle questions, and be flexible to respond to constantly changing priorities and shifting deadlines in a fast paced environment •The willingness to work constructively with others to achieve team goals To apply, please go to: <http://appclix.postmasterlx.com/track.html?pid=402881bd18074d530118d306f4e35cb2&source=MRA>

Lead Analyst Research

Philip Morris USA, a leading manufacturer and marketer of adult consumer products, is seeking a highly qualified Lead Research Analyst to join our innovatively focused Market Research group in Richmond, VA. The selected candidate will provide actionable marketing recommendations based on ethnographic research within the Trend Scanning and Research Methods area of the business. Specific accountabilities include: •Coordinating and effectively using a wide range of resources (primary and secondary research, plus publicly available trend information) to identify patterns, trends, and implications for the business •Managing multiple vendors, contracts, project deadlines and budgets •Making recommendations on choice of vendors and tracking vendor performance •Collaborating with other organizational functions to develop new infrastructure for trend scanning and research of consumer needs •Presenting research findings in a compelling fashion to create the conditions for idea generation and insights Qualifications: •An advanced degree in a relevant field such as Market/Consumer Research, Psychology, Sociology, or Anthropology (An MBA+ relevant undergraduate degree will also be considered) •Consumer research training and experience in both qualitative and quantitative research. Formal training in Ethnography is strongly desired •4 years focused on custom (primary) research along with the demonstrated ability to identify patterns, trends, insights and business implications from diverse data sources •Well developed project and vendor management skills •Excellent oral and written communication skills as well as the ability to work in a team environment In addition to the opportunity to apply your skills toward key business objectives, we offer an excellent compensation package including a competitive base salary, incentive compensation, relocation, comprehensive health/vision/dental insurance and participation in our deferred profit sharing program. PLEASE APPLY ON-LINE: <http://appclix.postmasterlx.com/track.html?pid=402881bd18074d530118f5dc7c601f47&source=MRA>

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Other Factors To Consider In Hispanic Research

(Continued from page 39)

- For Spanish surveys the questionnaire should be either written in Spanish first (if the interviews will be conducted only in Spanish) or translated by a research professional who understands the importance of maintaining the same meaning while making it flow correctly. Do not insist on a verbatim translation that can result in detrimental data errors because of language misunderstanding.
- Use Spanish speaking coders to code Spanish open-ended responses.
- Test the questionnaire thoroughly with Latino respondents and monitor closely to identify potential cultural issues that may be affecting the Latino responses.

Other Factors To Consider:

- Despite popular belief, Hispanic is not a race. This critical misconception can significantly affect a research project. The term should never be used in conjunction with race categories like "Black" or "Caucasian." Not only is it technically incorrect to use the term as a race category, it also creates confusion among research respondents because some Latinos have come to believe that their race is "Hispanic" while others vehemently oppose selecting "Hispanic" as their race. Misunderstanding this issue can lead serious validity concerns in Hispanic survey research.
- Many online research companies are promoting statistics that demonstrate that Latinos are progressively more Internet-connected and that online research is a viable methodology for reaching Hispanics. While there is no doubt that many Hispanics are now online, they continue to be the more acculturated and/or assimilated Latino consumers; the unacculturated new immigrants are unlikely to be properly represented.

• While the numbers may be there, online quantitative research is currently (for the most part) a self administered survey methodology that Latinos see as unfriendly and impersonal. On the other hand, communication over the Internet is also changing and is becoming more personal. Higher bandwidth allows for more widespread use of multimedia content and may soon offer the ability to effectively conduct interviewer-administered Internet surveys.

• Is it Latino or Hispanic? One question that always pops up is the appropriateness of using the term "Latino" versus the term "Hispanic." Which one is correct? The answer is both. The terms "Latino" and "Hispanic" are used synonymously in business and are both generally accepted when referring to the U.S. Latino community. However, in the Latino consumer's perspective, the term "Latino" is often preferred as it is the correct Spanish word to define people who come from Latin America. "Hispanic" as a term is rarely used in Latin America and it sounds odd in Spanish.

Ricardo Lopez is the President of Hispanic Research, Inc. He can be reached at ricardo@hispanic-research.com.

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Profession News/Announcements

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Directions Research hired **Kara Ellis** as Human Resource Generalist, **John Epperson** as Senior Research Analyst and **Joseph Raia** as Vice President, Client Services.

M/A/R/C Research promoted **Tony Amador** to Senior Vice President.

Gongos Research hired 11 new staff members including **Mitch Sanders** as Research Director, Analytics; **Duston Pope** as Senior Project Director, Consumer Products; and **Angel Muxlow** as Senior Project Director, Retail/Services.

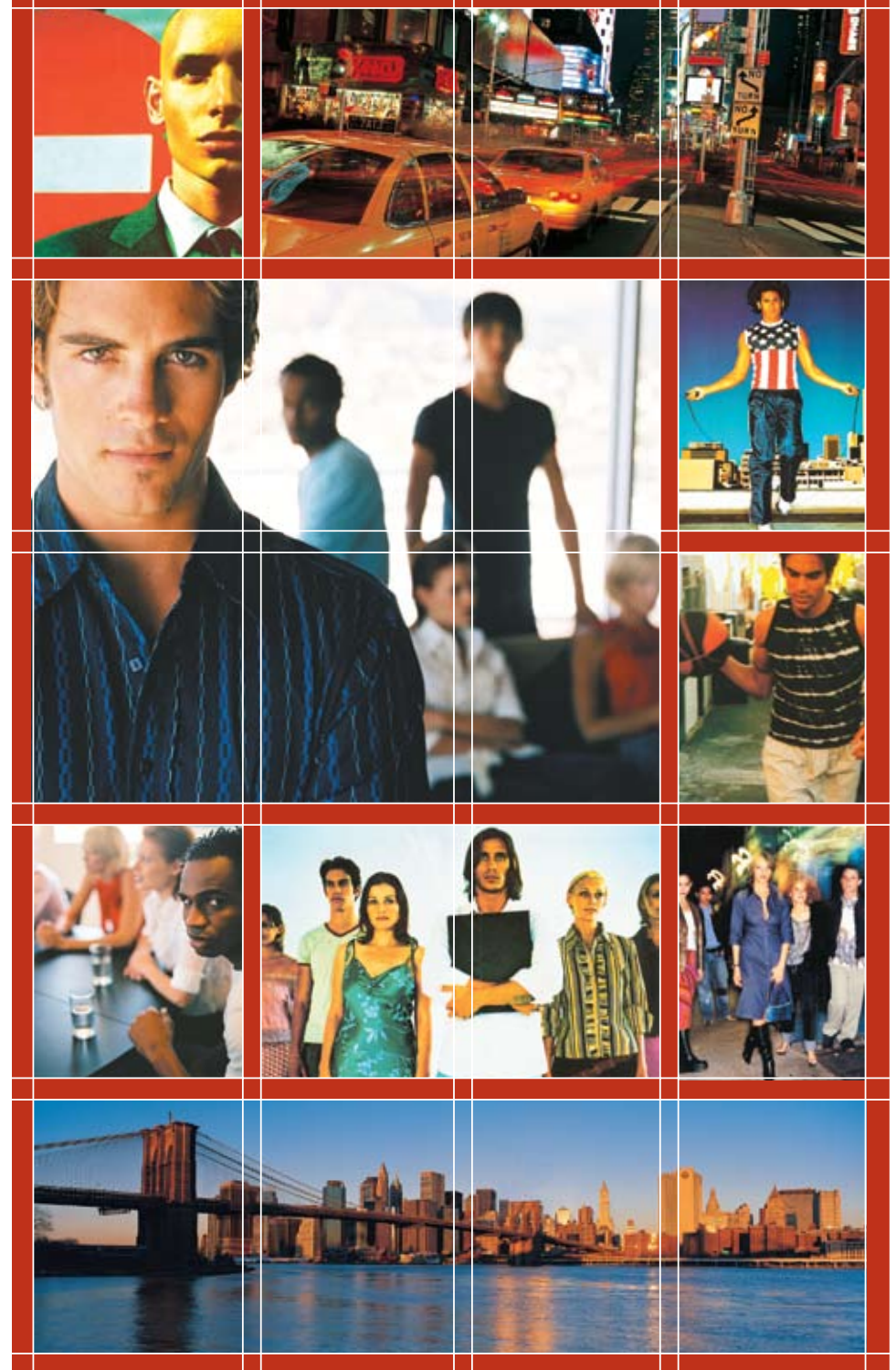
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POPAI expanded with the addition of offices in **Poland and Portugal**.

ASDE Survey Sampler has hired **Michel Durocher** as Director Business Development.

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