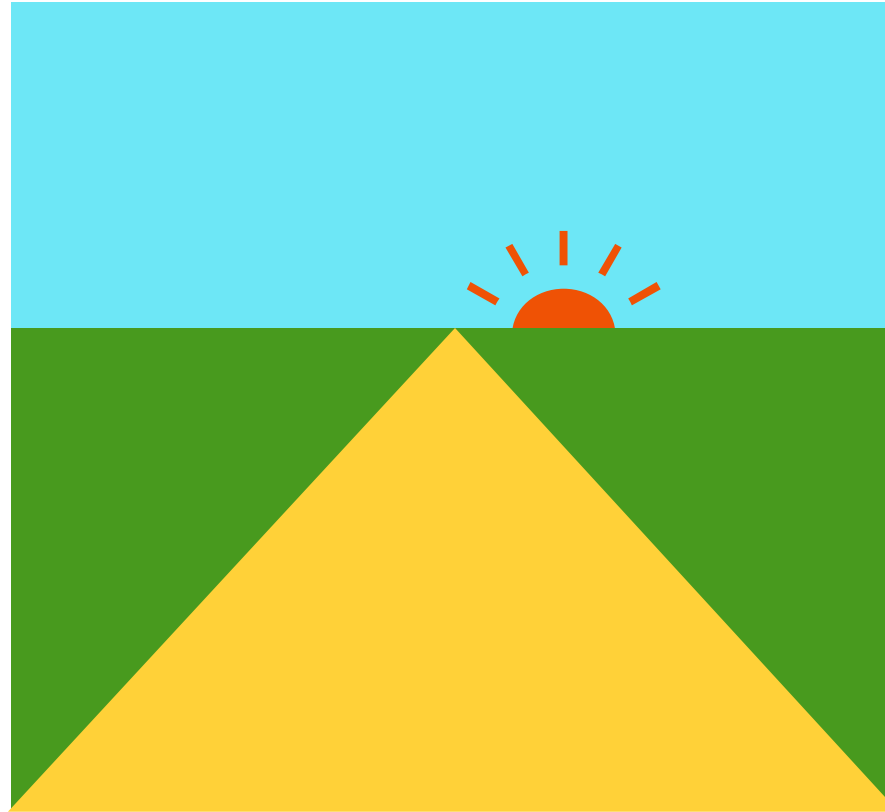
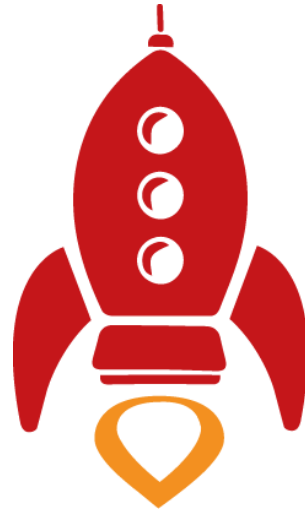


# Why aren't we there yet?

The insight innovation we're missing



# Where's the future?



**Mobile?**

**Gamification?**

**Social listening?**

**Neuroscience?**

**The Big Data Disruption?**

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Why aren't we there yet?

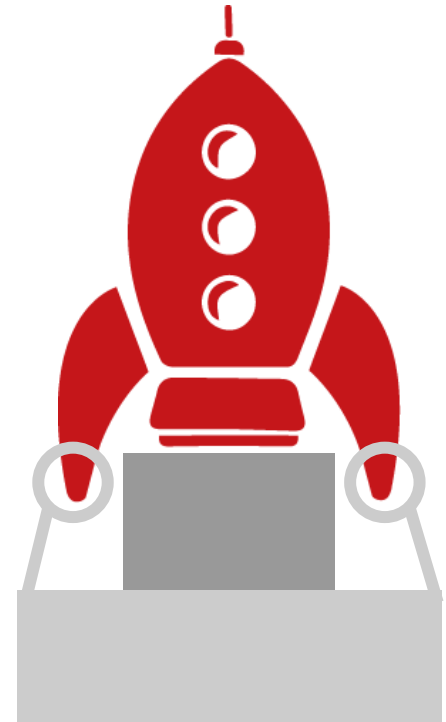
Can we stop talking about the future and  
**bring it into reality?**



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Why aren't we there yet?

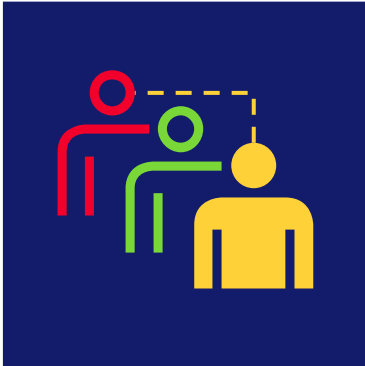
We have not paid as much attention to innovating our **behaviors** as we have to innovating our **methods**



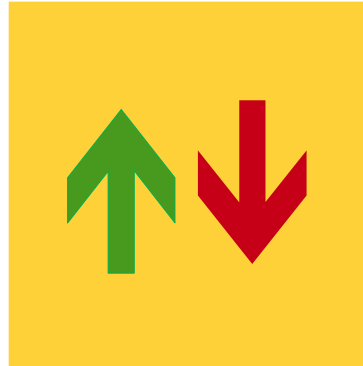
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Why aren't we there yet?

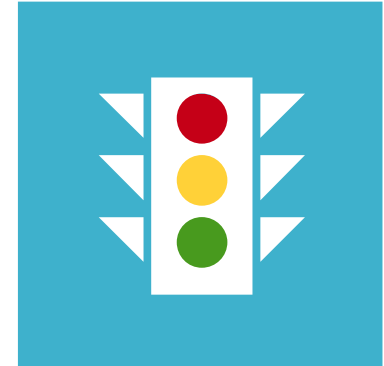
# We will not achieve the future we desire unless we change...



**How we relate to each other** on a day-to-day basis



**How we set budgets and priorities** within our organizations



**How we commission work**



Everyone says they want to work well together



**But do they mean the same thing?**

Like in any relationship, **communication matters!**

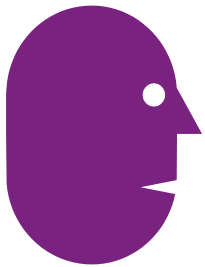
# Cognitive dissonance—partnership



We need a **good partner**

We need someone who **we can trust** to get the work done with **minimal oversight**

We'll have ability to have more **direct, open conversations** about the business!



**What clients say**

**What they mean**

**What agencies hear**

## **Result**

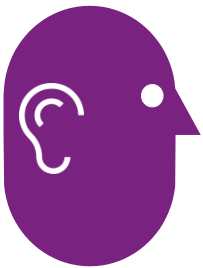
Tension about how much, and at what level, clients and agencies share information.

Why aren't we there yet?

# Cognitive dissonance—budgets



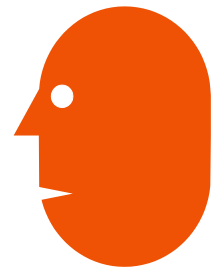
Whatever number we give, **they'll come at or above it in their pricing**



We want to **scope our work** effectively to meet your needs **at the price you can pay**



Can we know the **general budget** you have for this?



**What clients hear**

**What they mean**

**What agencies say**

## **Result**

Agencies run a risk of over or under engineering their work.

Why aren't we there yet?



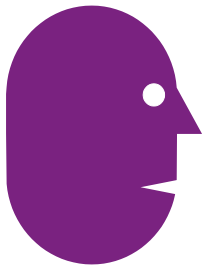
# Cognitive dissonance—innovation



We think mobile, search & social, etc., are the future, and **we want to innovate with you**

**We expect to see quick improvements** in cost, speed and quality of data compared to survey

**They are willing to invest** to figure out how to make new approaches work, before scaling



**What clients say**

**What they mean**

**What agencies hear**

## **Result**

Immediate lack of alignment about what to expect from MR innovation.

Why aren't we there yet?

# How we work together: what needs to change



## Trust

If you can't trust each other, you WON'T innovate together

## Transparency

Real partnership and innovation come from vulnerability, openness

## Co-Creation

Get out of transactional mindsets of tell-sell-do, get into real collaboration

## Communication

Think about...

- Tone
- Words used
- Frequency
- Method

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Why aren't we there yet?

# Setting budgets

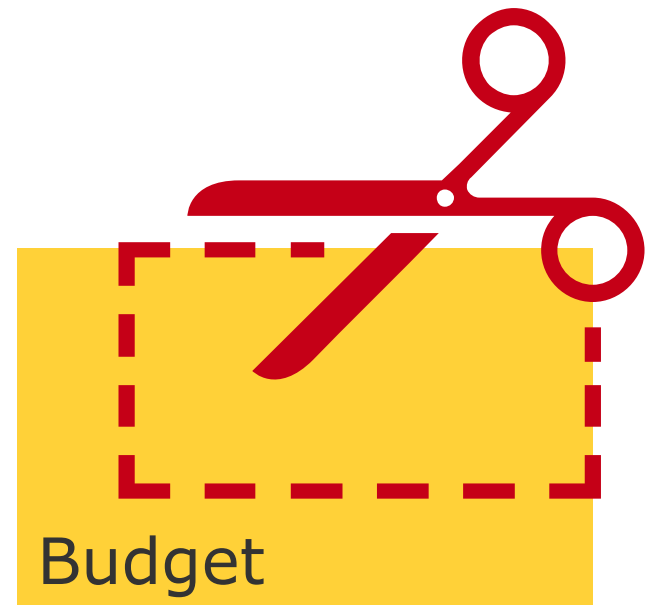


## Common approach

### Start with last year's plan...

- Figure out what was one-off and what is needed ongoing
- Add in new learning needs based on business objectives
- Get a budget that is 70-80% of last year's budget
- Cut back on new learning, lean on agencies to reduce costs and achieve the budget

And agencies are as guilty of this as clients!



# Setting budgets



**What if, in partnership, we...**

## **Start with business objectives**

- Stress-test every piece of research against these criteria:

A large black exclamation mark is positioned to the left of a row of five colored boxes. Each box contains a question in white text. From left to right: a red box with 'Does it tell me something I don't know?', a light blue box with 'Does it tell me something I can't get anywhere else?', an orange box with 'Does it drive a decision the business would not have taken if the research didn't exist?', and a dark blue box with 'Does its data, reporting, etc., line up with the tempo of the business?'.

Does it tell me something I don't know?

Does it tell me something I can't get anywhere else?

Does it drive a decision the business would not have taken if the research didn't exist?

Does its data, reporting, etc., line up with the tempo of the business?

- Commit to any existing work that hits these criteria
- Identify and commit to innovation opportunities that evolve existing work to achieve these criteria

# Commissioning work



## A cautionary tale

### Initial contact from client:

“We want to identify agency partners who will **help us revolutionize how we identify deep human insights about our consumers.**”

### Actual RFP:

- Boilerplate supplier information template
- Template pricing spreadsheet
- No opportunity for discussion of philosophy, techniques, models, deliverables, etc.

**?** Are client purchasing processes **aligned** with innovation aspirations?



Why aren't we there yet?

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# Commissioning work: A better path forward

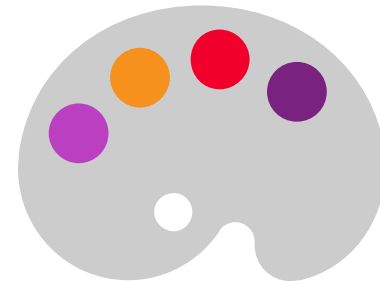


## Clients

- Re-envision RFIs/RFQs/RFPs as Creative Briefs for MR
- Devote SIGNIFICANT time to writing a crisp, clear, inspiring brief
- Don't just deliver a brief, deliver a briefing!
- Allow agency-specific Q&A
- Ensure decision-criteria are aligned with your business objectives, innovation aspirations, not just price reduction

## Agencies

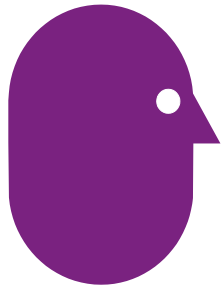
- Challenge the brief
- Give clients what they ask for and what they need
- Bring your POV to life in the response
- Choose not to respond if you don't believe in the brief



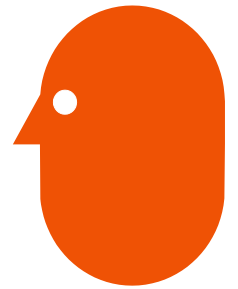
Why aren't we there yet?

In order to achieve faster, more discontinuous innovation clients and agencies must...

**Invest in strong relationships**  
and communication to co-create

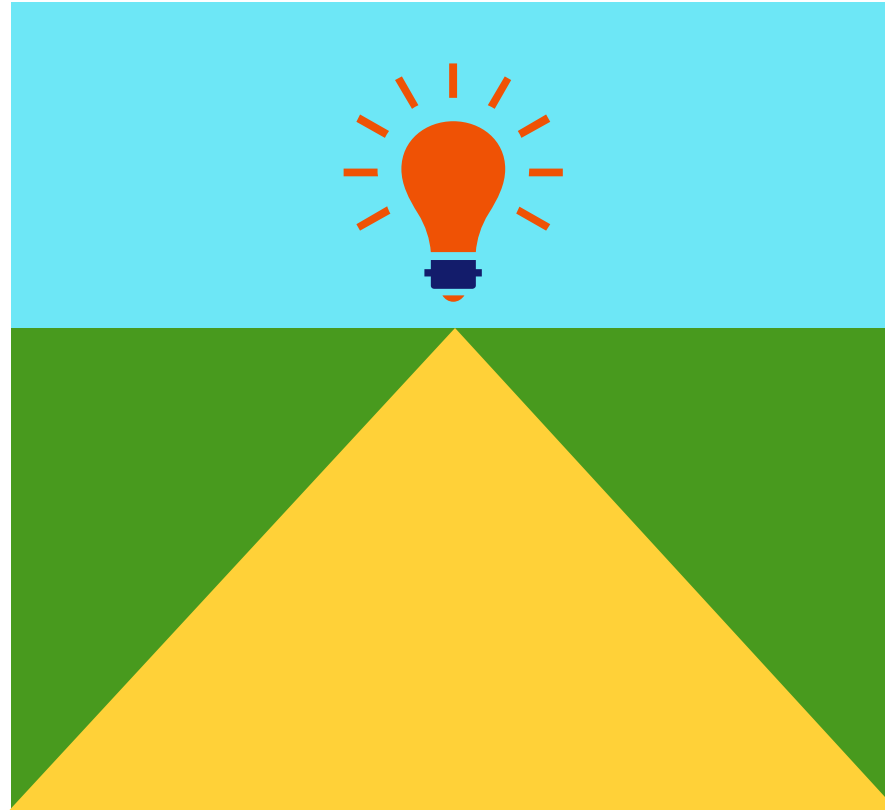


**Make innovation a priority**  
in a smart budget-setting process



**Think differently**  
about how they commission work

**Innovative methods**, underpinned by **innovative behaviors**, help us achieve the future faster, together



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Why aren't we there yet?