An Insights Introspective:

Einstein’s Definition of Insanity &
the Future of Consumer Insights

Randy Adis  |  Director – Olson Zaltman
Insanity:
Doing the same thing over and over again and expecting different results.

How’s *that* working out for you?!
Problem Solving Requires New Approaches

“We can’t solve problems by using the same kind of thinking we used when we created them.” – Albert Einstein
There is a Problem in the Insights Industry
Perceived impact of the Insights function within corporate America...

90% of benchmarked companies are clustered in these buckets

Traditional Market Research

Business Contributors

Strategic Insights Organization

Insights as a Competitive Advantage

Market researchers as order takers

Market researchers as members of a strategic foresight organization

Source: BCG benchmarking study; Company web sites; Analyst reports
## Markers of Insights Impact

<table>
<thead>
<tr>
<th>Traditional Market Research</th>
<th>Business Contributors</th>
<th>Strategic Insights Organization</th>
<th>Insights as a Competitive Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The team has little access to senior executives</td>
<td>• Senior executives give a strong consumer focus mandate</td>
<td>• Senior executives are consumer focused</td>
<td>• Strategic research is a priority</td>
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<td>• The approach is skewed toward tactical research</td>
<td>• The research mix is strategic in focus</td>
<td>• The insights influence extends beyond marketing</td>
<td>• Insights are imbedded across functions</td>
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<td>• There is little involvement in outside marketing</td>
<td>• The insight experience is encouraged to extend outside marketing</td>
<td>• There is a growing knowledge base</td>
<td>• The company builds a knowledge base that turns it into a learning organization</td>
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<td>• The research focuses on hindsight</td>
<td>• The approach focuses on individual insights</td>
<td>• There is a focus on synthesized insights across sources</td>
<td>• The company is focused on foresight and prediction using a wide variety of sources</td>
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Source: BCG benchmarking study; Company web sites; Analyst reports
Fundamental Industry Changes

Resources

Speed

Independence

Competencies
Resources are shifting to new areas of focus…

% clients expecting to do more or less…

- Data Analytics/Mining
- Multiple Data Stream Integration
- Digital Ad Optimization
- Customer Experience
- Path to Purchase
- Digital Focus Groups
- Brand Tracking
- Copy Testing
- A&U
- Ad Tracking
- Pack Testing
- More Focus Groups

“Big Data is all about finding correlations, but Small Data is all about finding the causation, the reason why.”

-- Martin Lindstrom, Author

“The science of psychology — why people are doing what they are doing — in traditional marketing research provides a great complement to what can be measured.”

-- Eric Bradlow, Wharton marketing professor
What Can We Change For Greater Impact

“If you don’t like change, you’ll like irrelevance a whole lot less.”

Joe Tripodi, Subway CMO
Our roles are becoming more dynamic…

Resources

Independence

Speed

Competencies
The many roles of the modern corporate researcher...

- Scientist/Sleuth
- Marketer
- Salesperson
- Champion/Advocate
- Strategist
- Brand Steward
Fundamental Shift in Human Understanding

Plato

Jonathan Haidt

Daniel Kahneman
“We are not thinking machines that feel; rather, we are feeling machines that think.”
- Antonio Damasio, USC Neuroscientist

“The mind is divided, like a rider on an elephant, and the rider’s job is to serve the elephant. If you want to change people’s minds, you’ve got to talk to their elephants.”
- Jonathan Haidt, NYU Stern School of Business

“People are not accustomed to thinking hard, and are often content to trust a plausible judgement that quickly comes to mind.”
- Daniel Kahneman, Nobel Prize Winner, Economics

“The brain abhors a vacuum. It fills in information that was not there.”
— Scott Fraser, Forensic Psychologist
Applied techniques that have originated in academia

Semiotics

Ethnography

Neuroscience (fMRI, EEG)

Biometrics

Predictive Markets

Implicit Association Tests (IAT/IAE)

Metaphor Elicitation (ZMET)
“I have no special talent. I am only passionately curious.”