GRIT Commentary:
Educating the Researcher of the Future

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What do you believe will be the three most important skillsets for a successful post graduate Market Research program to focus on during the next five years?

- Critical thinking: Suppliers 16%, Clients 17%
- Insights into action: Suppliers 11%, Clients 15%
- Data science: Suppliers 2%, Clients 10%
- Text analytics/big data: Suppliers 3%, Clients 4%
- Survey design: Suppliers 3%, Clients 3%
- New methods: Suppliers 3%, Clients 3%
- Statistics: Suppliers 3%, Clients 3%
- Storytelling: Suppliers 4%, Clients 3%
- Creativity: Suppliers 1%, Clients 3%
- Business skills: Suppliers 2%, Clients 2%
How important is it that a student who graduates from a post graduate Market Research program have the following skills:

Percent saying “very important"

<table>
<thead>
<tr>
<th>Skill</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical thinking</td>
<td>73%</td>
</tr>
<tr>
<td>Insight development</td>
<td>61%</td>
</tr>
<tr>
<td>Writing communication</td>
<td>59%</td>
</tr>
<tr>
<td>Verbal and presentation</td>
<td>57%</td>
</tr>
<tr>
<td>Storytelling</td>
<td>52%</td>
</tr>
<tr>
<td>Consultative</td>
<td>49%</td>
</tr>
<tr>
<td>Tools and analytic software</td>
<td>34%</td>
</tr>
<tr>
<td>Mathematics</td>
<td>25%</td>
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</tbody>
</table>
Michigan State University Master of Science Degree in Marketing Research at the Broad Graduate School of Management

Educating the Market Researcher of Tomorrow
May 19-20, 2014

Kellogg Center, East Lansing

Sponsored by: Chrysler
Coca-Cola
Vision Critical
Market Research Education – A Study in Contrasts

Past
Focus on Mastery

Future
Focus on Agility
“The Master Generalist”
“Education is the lighting of a flame not the filling of a vessel.”
“We aren’t teaching the right stuff.”

MR education needs an overhaul.

- Rethink the standard university curriculum to produce well-rounded MR professionals.
- Emphasize analytics, presentations skills, storytelling, insights mining, and other “soft skills.”
- Develop mini-courses to cover new methods.
- Create stronger links between academics and practitioners.
A new breed of researcher

“The fox knows many little things, but the hedgehog knows one big thing.”

<table>
<thead>
<tr>
<th>Hedgehog</th>
<th>Fox</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialized</td>
<td>Multidisciplinary</td>
</tr>
<tr>
<td>Rigid</td>
<td>Adaptable</td>
</tr>
<tr>
<td>Stubborn</td>
<td>Self-critical</td>
</tr>
<tr>
<td>Order Seeking</td>
<td>Complexity Tolerant</td>
</tr>
<tr>
<td>Confident</td>
<td>Cautious</td>
</tr>
<tr>
<td>Ideological</td>
<td>Empirical</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Traditional MR</th>
<th>Business Contribution</th>
<th>Strategic Insight</th>
<th>Strategic Foresight</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Skills</strong></td>
<td>Technical</td>
<td>Technical &amp; business</td>
<td>Analytic &amp; strategic</td>
<td>Analytic, business, communication &amp; leadership</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>MR methods &amp; tools</td>
<td>MR tools &amp; business skills</td>
<td>Integrated thinking &amp; communications</td>
<td>Leadership &amp; communication</td>
</tr>
<tr>
<td><strong>Deliverables</strong></td>
<td>Findings from each study</td>
<td>Business recommendations</td>
<td>Integrated strategy insights</td>
<td>Forward looking strategy</td>
</tr>
<tr>
<td><strong>Role</strong></td>
<td>Provide accurate data</td>
<td>Provide insight from data</td>
<td>Drive results for business units</td>
<td>Create competitive advantage</td>
</tr>
<tr>
<td><strong>Way of working</strong></td>
<td>Project driven</td>
<td>Business driven</td>
<td>Results (ROI) driven</td>
<td>Future driven</td>
</tr>
<tr>
<td><strong>Methods</strong></td>
<td>Traditional</td>
<td>Traditional &amp; new methods</td>
<td>Expand to consumer and economic trend data</td>
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</tr>
</tbody>
</table>

Source: BCG Consumer Insight Benchmarking (2009)
It takes a team.

The Specialists
Data scientists, computer scientists, neuroscientists, statisticians, sample providers, psychologists, ethnographers, graphic designers, survey specialists, etc.

The Polymath

The Business Consultant

What is critical thinking?

The systematic evaluation of data, facts, and observable phenomenon, distinguishing between useful and less useful details, with the goal of drawing reasonable conclusions in order to solve a problem or make a decision.

- Select methodologies and data sources that fit the business problem.
- Systematically assess “the safety of the evidence.”
- Synthesize multiple sources of imperfect data.
- Tell the most important story of the data in a convincing way.

We need a curriculum that does two things.

1. Emphasizes critical thinking, insight development, and problem solving over specific research skills.

2. Teaches the principles that distinguish good research from bad research independent of method and data source.

Focus on Agility
“The Master Generalist”
THANKS FOR LISTENING

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