

Correlation Technology Impact in Market Research

- The market research vertical generates an estimated \$19.7B USD worldwide and \$9.2B USD in the US (2010). Qualitative research revenue is an estimated \$1.2B USD in the US (2003). We anticipate initial impact of Correlation Technology to be concentrated in qualitative research. Additionally, we estimate increased industry revenue due to wide-scale improvements directly related to Correlation Technology.
- In the market research industry today, large volumes of information are processed with technology that has added precision and volume in data extraction, but has not aided in revealing actionable solutions and insights useful to clients. Market researchers bombard clients with insights heavy on statistics, rather than data that reflect actual respondent answers.
- These problems exist because the existing methods for analyzing research data rely on software, procedures and market researcher interpretation of respondent input. These software, procedural and interpretative methods truncate and exclude the complete content provided by the respondent.
- The market research industry is dominated by the top five firms, accounting for 58.4% of the total market research revenue (\$11.5B USD) and 54.5% (\$5.03B USD) of the US market research industry.
- *[Note: this update to our Market Research Dossier primarily reflects the acquisition of Synovate by IPSOS in 2011. Please refer to the discussion of IPSOS on pages 7 and 10, and the SWOT analysis starting on page 14.]*

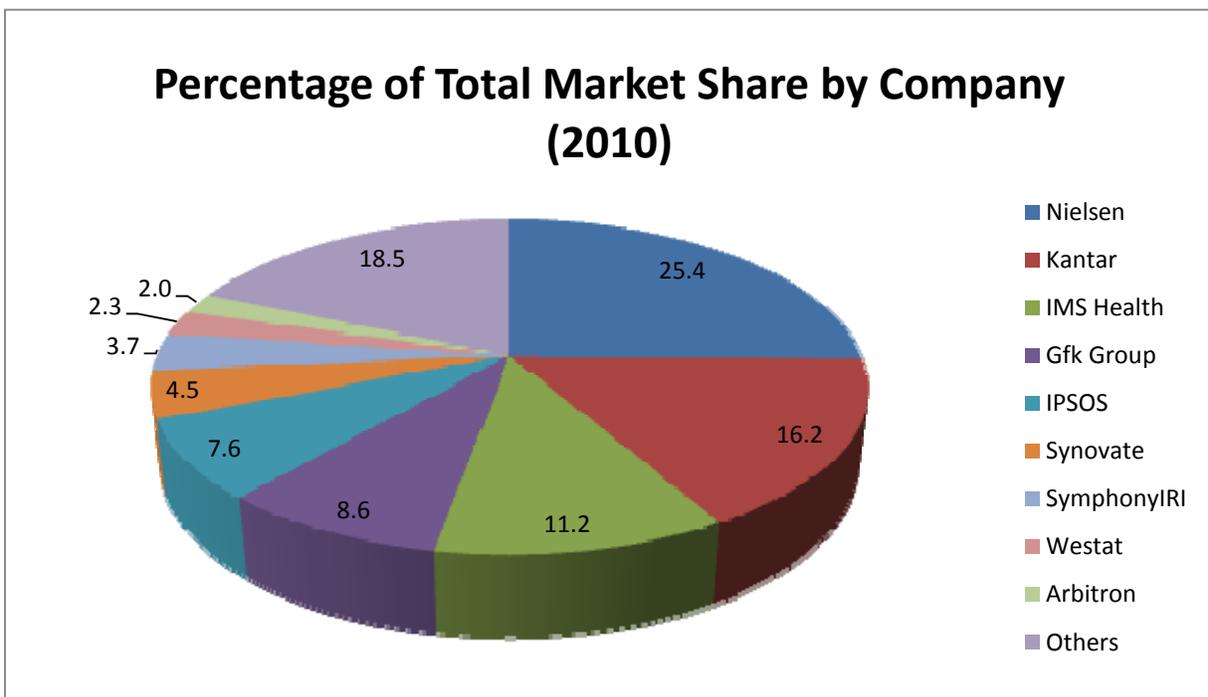
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Market Research: Industry Overview

Market research can fall under of two main types of research: quantitative and qualitative. Quantitative research deals strictly with statistics and hard facts. Qualitative research deals with lenient methodologies, using Bayesian and Semantic solutions which are subjective in how the market researcher perceives the intent of the respondent. There are five types of qualitative research: depth interviews, focus groups, projective techniques and random probability sampling, all of which require the manipulation of unstructured data and can be radically improved using Correlation Technology.

As of 2008, the market research industry annual worldwide revenue was an estimated \$19.7 billion, with the top five conglomerates accounting for 58.4% (\$11.5 billion) of revenue. Industry revenue in the United States is estimated to be \$9.2 billion, with the top five controlling 54.5% (\$5.03 billion) of the market. The market research industry grew 4.7% worldwide, after two years of negative growth. The top 50 out of 199 companies profiled in one industry report are estimated to control 96% (\$18.8 billion) of the worldwide revenue and 92% (\$8.5 billion) of the US market. These numbers are estimated for revenues generated by research only. Eight companies made acquisitions in 2010, for a total of ten.



These conglomerates are comprised of various client-side advertising and marketing firms which rely on their vendor-side research agency branches to collect and analyze data. Vendors, either internal or outsourced, gather raw respondent information through the use of open-end questions, and process it into an analytical corpus. Analytical branches draw insights which are presented to the client.

State-of-the-Art: Industry Point of View

a. Human filtering of open-end survey questions through coding procedures is time consuming and labor intensive and currently yields inaccurate results, but is the crux of qualitative research. Open-end questions relay consumer opinions and behavior exactly, but are currently under-utilized in market research. Coding breaks down sentence structure without accurately conveying unique individual responses to the survey, or may omit ambiguous answers.

Market research companies currently use dependable quantitative data to back up qualitative research and analysis when delivering insights to clients. Current qualitative methods do not, by themselves, display a clear picture of consumer behaviors because of human filtering and coding necessities that are presently used in the handling of qualitative data. Since insights gained from current qualitative practices vary widely from analyst to analyst or company to company. Qualitative research is not utilized by agencies the way clients would like and does not deliver the full capabilities and contributions qualitative research should have on the industry.

Correlation Technology will enable agencies to give clients direct insights on consumer sentiment, without a limit on the scope of questioning, and based directly on respondent answers. Specific questions can be addressed with denoted paths from origins to destinations. Disjunctive consumer sentiment can be connected to reveal hidden and unforeseen connections between respondents in various corpora or in a corpus, and do so in seconds.

b. Open-end/Unstructured Data analysis procedures require researchers to use a form of qualitative research to obtain respondent information. Then coders read each response and clean pertinent word fragments into categories, usually using the “cut and paste” feature of a word processor. Once all categories in the responses are found manually, computer automation can begin mapping responses to categories. Upon completion, a certain percentage must then be reviewed by hand to ensure accuracy.

Correlation Technology replaces the entire coding process, which becomes obsolete. Automation does not require information decomposition or categorization. Once the corpus or corpora has been established, Correlation Technology allows the user to query directly from collective respondent answers. Since there is no need for coding or cleaning, the knowledge chains that Correlation Technology produces do not need to be manually checked for error.

c. There is no method in place to determine what data is useful prior to analysis. When coders clean data and decompose it, valuable raw data is discarded. If analysis is deemed to be incomplete, there is no way to search for what is missing without going back to the initial respondent entries.

Correlation Technology does not discard any information, including information that may currently be considered “useless” or “ambiguous.” All information inputs can be accessed to provide a richer, fuller experience of data and consumer intent. Any origin and destination requested, given a knowledge chain does exist, can be linked together for use. Furthermore, since these paths are displayed onscreen for the user, each step produced from origin to destination can be viewed and linked to the documents they originated from at any time.

d. The software in place only aids in the extraction of data from the surveys into the corpus. There is no automated way to query that corpus directly for insights without wasting an enormous amount of time and capital. The software instead provides links and ontology mapping, leaving the analyst to make connections between points.

Correlation Technology does not require data extraction since all data is considered usable. In seconds, an analyst can query a corpus or corpora for insights or query two disjunctive ideas to see if they are linked in any way. This process is completely automated saving time, money and human resources. Also, the knowledge chains that Correlation Technology creates not only show progression from origin to destination, but stimulate analytical methodologies to evolve by showing new ways respondent information can be connected.

e. Human interpretation or carelessness can lead to degraded outcomes. The more respondent information is filtered by human prejudice and failures of human comprehension, the less it maintains its integrity. Once automation takes over, software programs propagate these errors to all remaining steps of the process. The only way to correct this is if someone stumbles upon the mistake by reviewing the entire process manually.

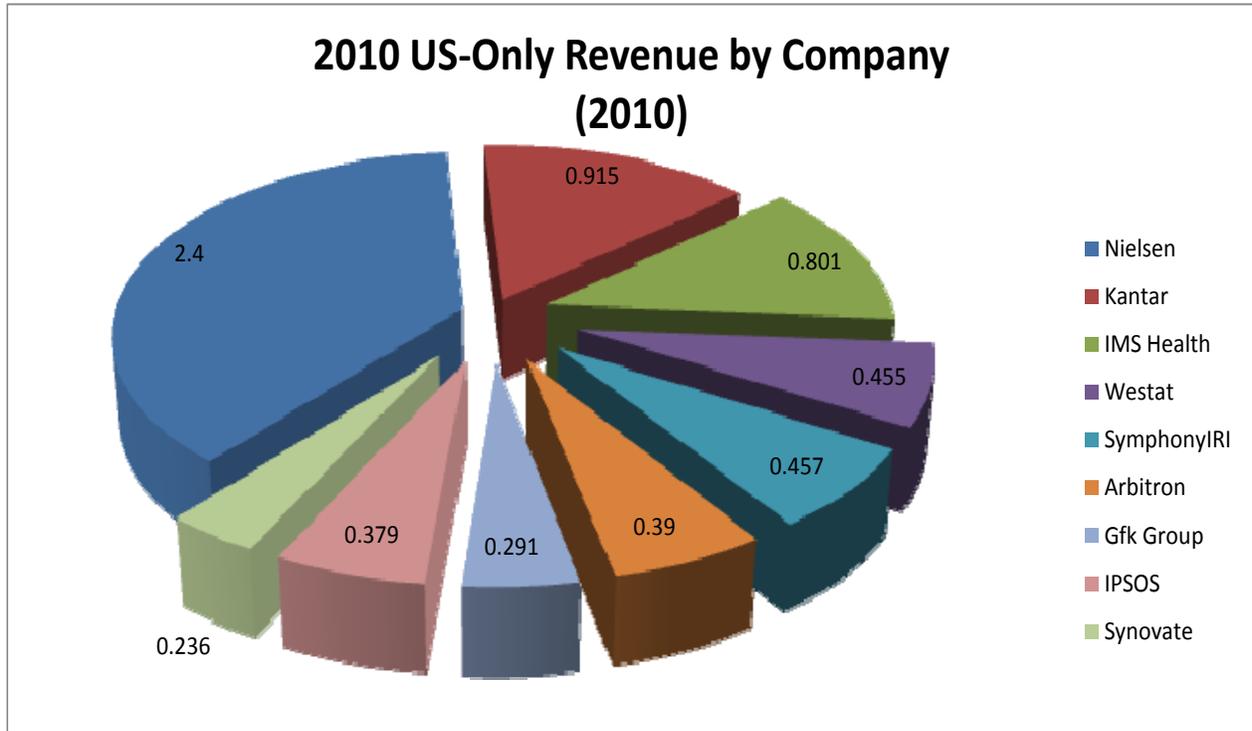
If a knowledge chain connecting origin and destination cannot be constructed, it will not be displayed. Since Correlation Technology handles data in its raw form, information integrity remains intact throughout whole process.

Agencies are being scrutinized by clients and industry insiders because industry technology has not progressed in tandem with information gathering. Already, clients are looking to expand their own research departments to either deal directly with vendors or the consumer. Vendors, in turn, are expanding to include the analytical and consulting branches of market research.

In light of this shift in the industry, Correlation Technology can be utilized by agencies to not only draw in new clients, but attract clients from their competitions and solidify their own client base.

The market research industry has been stonewalled by minimal innovations in automated technology which draws the vast wealth of information available for analysis into a tiny choke point, and delivers degraded results to clients.

With the advent of Correlation Technology, companies can deliver the precise insights clients desire in a timely, cost-efficient manner, and utilize their own resources more aptly at the same time.



Revenue In United States		
Company	USD (in billions)	Percentage of Total Company Revenue
Nielsen	2.4	48.00
Kantar	0.915	28.59
IMS Health	0.801	36.41
Westat	0.455	100.00
SymphonyIRI	0.457	63.47
Arbitron	0.390	98.73
Gfk Group	0.291	17.12
IPSOS	0.379	25.27
Synovate	0.236	26.67
Total Revenue (Top 9)	6.324	
Total Industry Revenue	9.2	

Competitive Landscape:

Nielsen Group:

The Nielsen Group's US research-only revenue in 2010 was \$2,407.0 million, up 4.5% from 2009. In 2010, 51.1% of total research-only revenue, or \$2,551.0 million, was from outside the United States. The growth rate includes 2009 and 2010 revenue for The Cambridge Group Inc., acquired in May 2009, and excludes revenue for the acquisition of GlanceGuide Inc. in May 2010 and the sale of Nielsen EDI in December 2010. Revenue is from Nielsen's Watch segment (media research) and its Buy segment (consumer research), which include some non-research businesses, mostly information services. Worldwide research and non-research revenue for Nielsen was \$5.1 billion in 2010. Nielsen is a global information and measurement firm offering services in marketing and consumer information, TV and other media measurement, online intelligence, mobile measurement and trade shows. Nielsen's two research units employ an estimated 9,566 full time in the United States and about 33,200 worldwide. Nielsen's offices are located in 82 countries.*

Kantar:

U.S. research-only revenue in 2010 was estimated at \$914.7 million, up 7.5% from 2009. In 2010, 71.3% of total research-only revenue, or \$2,268.9 million, was estimated from outside the United States. Kantar's research businesses in the United States work across the spectrum of research and consultancy disciplines, offering business insights at each point of the consumer cycle. The group's services are used by more than 300 of Fortune 500-ranked companies. Following the 2008 acquisition of TNS, Kantar in the United States was restructured in February 2009 by merging Research International with the TNS Custom division and formed four new vertical divisions: Kantar Media, Kantar Health, Kantar Retail and Kantar Worldpanel. The group now comprises the following research and non-research business units: Added Value, Center Partners, IMRB International, Kantar Health, Kantar Japan, Kantar Media, Kantar Operations, Kantar Retail, Kantar Worldpanel, Lightspeed Research, Millward Brown, The Futures Co. and TNS. Kantar's U.S. businesses employ an estimated 4,135 research-only employees.*

Synovate: [Acquired in 2011 – see entry for IPSOS on following page]

Synovate, based in London, was created in 2003 and is the market research arm of Aegis Group plc, a London-based public company listed on the London Stock Exchange. U.S. revenue in 2010 was \$235.8 million, up 9.9% from 2009. In 2010, revenue from outside the United States was \$649.0 million, or 73.3% of total revenue. Synovate is a global market research firm that generates consumer insights by providing integrated research metrics and ensuring that those metrics are more predictive of business outcomes. The firm is based around a borderless organization with a personalized service and flexible structure that allows it to create teams and processes that meet client-specific requirements. Its clients range from Fortune Global 500 companies to entrepreneurial start-ups and come from all sectors of business. Synovate currently has offices in 64 countries with the ability to conduct market research in an additional 75. The firm employs 762 fulltime in the United States.*

* Honomichl, Jack. "Honomichl Top 50."

<http://www.marketingpower.com/ResourceLibrary/Publications/MarketingNews/2011/6-30-11/Hono.pdf>

RTi Research: Market Research and Brand Strategy. 11 July 2011. Web. 12 October 2011.

SymphonyIRI:

SymphonyIRI Group Inc. (SIRI), formerly IRI, based in Chicago, was founded in 1979 and became a public company in 1983. It was acquired in 2003 by Symphony Technology Group, a private company and is majority shareholder. U.S. revenue in 2010 was \$457.0 million, up 2.4% from 2009. In 2010, 33.3% of total revenue, or \$240.0 million, was generated from outside the United States. The growth rate includes the 2009 and 2010 revenue of Hendry Corp., acquired in September 2009. SIRI is a worldwide provider of consumer, shopper and retail market intelligence and insights for the CPG, retail and healthcare industries. It offers a combination of staff experience, predictive analytical models, information processing and business intelligence capabilities supported by technology platforms and integrated market information. The firm offers the SIRI Partner Ecosystem that leverages the skill sets of its retail tracking and panel staff to provide “one answer” to business issues for more than 25 clients with regional and global agreements. SIRI operates in 59 countries through stand-alone operations, wholly owned subsidiaries, partnerships and alliances. SIRI has 1,198 full-time employees in the United States and 3,600 worldwide. It has offices throughout the United States and in the United Kingdom, France, the Netherlands, Germany, Greece, Italy and Spain.*

GfK North America:

GfK USA comprises the U.S. operations of GfK SE, a public company based in Nuremberg, Germany, which was established in 1934 and is listed on the Frankfurt Stock Exchange. U.S. revenue in 2010 was \$290.9 million, up 0.6% from 2009. In 2010, 83.5% of total worldwide revenue, or \$1,471.1 million, was from outside the United States. The growth rate excludes the 2009 and 2010 revenue of Interscope acquired in November 2010. GfK SE is a worldwide market research organization offering information on the media messages that people perceive, the beliefs that they hold, and the products and services that they buy. GfK is creating new methodologies and technologies to provide powerful insights and the most complete view of the way people live, on and offline. The firm provides services in three sectors: custom research, retail and technology, and media. Operating in more than 100 countries, GfK has 877 full-time employees in the United States.*

IPSOS North America:

Ipsos in North America (Ipsos) is based in New York and is a unit of Ipsos Group SA in Paris, a public company founded in 1975 and listed on the Paris Stock Exchange in 1999. U.S. revenue in 2010 was \$379.6 million, up 9.0% from 2009. In 2010, \$1,133.2 million, or 74.9%, of total revenue, was from outside the United States. The growth rate excludes 2009 and 2010 revenue from the acquisition of OTX Corp. in March 2010. Revenue in 2010 for Ipsos in North America was \$484 million and for Ipsos Group SA was \$1.5 billion. In 2011, Ipsos acquired Synovate to become the third largest global market research company. Ipsos is a global survey-based market research firm providing services in six areas of specialization: advertising research, marketing research, media research, loyalty research, public affairs research and survey management. The firm has a full line of custom, syndicated, omnibus, panel and online research products and services guided by experienced industry staff and supported by analytics and methods. Ipsos employs 1,246 in the United States.*

* Honomichl, Jack. “Honomichl Top 50.”

<http://www.marketingpower.com/ResourceLibrary/Publications/MarketingNews/2011/6-30-11/Hono.pdf>

RTi Research: Market Research and Brand Strategy. 11 July 2011. Web. 12 October 2011.

Companies In-Depth

Nielsen Group

Nielsen's hold on the television advertisement pricing research business is destabilizing, since cable and satellite companies can circumvent the need for a market research agency by accessing statistics and data from in-house company boxes combined with in-house analytics. Nielsen is falling behind in resources and technology with only 4% of total revenue coming from non-television forms of research. Competitors like Kantar and SymphonyIRI are expanding their services, possibly to make a bid for the television market share dominated by Nielsen.

Nielsen has accrued \$8.4 billion in debt, and went public in January 2011. Nielsen filed its IPO for \$1.75B and raised \$1.6B, which will be used to pay down its debt and for general corporate purposes. Little is left over for the expansion Nielsen needs to generate revenue and remain competitive as more companies are infringing on its market share.

Nielsen's position as the leading market research company is under attack. Correlation Technology could be the solution to avert this offensive and effectively capture new market share. Competitors wielding Correlation Technology will have an advantage should they decide to compete in television market services and could make it difficult for Nielsen to expand into the non-media market. Without a significant tool to diversify research beyond what is already in place, Nielsen could lose its place as the top market research company.

Kantar Group

Kantar executives are looking to their research divisions to bring in the majority of company revenue. It has multiple vendor-side research branches that work with qualitative analysis: Millward Brown, TNS, and Lightspeed Research.

Millward Brown is comprised of BPRI, Dynamic Logic, Greenfield Consulting, MaPS, Millward Brown Optimor and Sadek Wynberg. All of these branches work with unstructured data or data analysis, with Sadek Wynberg totally devoted to that field, making coding a necessity. TNS is the world's largest qualitative research company. Lightspeed Research employs open-end questions and is a data-gatherer, directing data analysis to Millward Brown.

These companies would benefit individually from Correlation Technology. Kantar can also use Correlation Technology as a common platform to aid in crafting inter-company solutions by drawing disjunctive insights from all research branches for client use. WPP Group can benefit as well, since it holds ownership of multiple related branches, each with some form of research or analysis that could benefit from Correlation Technology. Correlation Technology would make Kantar the dominate player in market research with a unique and versatile technology that no other company can provide.

Symphony IRI:

New Mountain, LLC, a private equity investment group based in New York, has acquired majority shareholder interest in SymphonyIRI (SIRI). Although Symphony Technology Group remains a large equity investor in SIRI, Symphony Technology Group now seems to be responsible for investments in innovative technology. Symphony Technology Group, as a technology investment firm, may benefit from the Correlation Technology Platform's ability to provide an innovative way to deliver new insights to blue chip clients.

Netik, IRI's data management division, may be able to use Correlation Technology to provide more definitive insights from internal and external data warehouses, and may be useful to correlate information between Netik's 3 main products: Global Security Master (reference data), InterView (data warehouse for client holistic financial data), and Information Portal (data visualization). Symphony Service employs Oracle as primary database software along with IBM DB/2. Correlation Technology could be used to compliment technologies already in place.

Lawson is the only global enterprise applications provider to the middle-market, bringing software applications and consulting solutions to clients. Lawson uses IBM middleware to bring together multiple levels of supporting data that are in multiple applications. Correlation Technology could be deployed against this corpus in conjunction with IBM's software to facilitate access to actionable data.

Correlation Technology can become an integral component of SymphonyIRI's technological advantage. Able to operate internally in conjunction with other technologies already in place, or externally as a proprietary technology, Correlation Technology offers SymphonyIRI a commanding position in innovative technology. Focus seems to have shifted from strategic acquisitions to client-facing growth through innovative technology acquisition. Correlation Technology fits this mold and is flexible to various uses throughout SymphonyIRI's market research branches.

GfK North America:

GfK North America is part of the German marketing conglomerate GfK Group and was established to gain a foothold in the American market. GfK North America is a seemingly ambitious corporation with the startup of five marketing agencies in the last seven years serving the Americas, running the gamut of industries. There are two key companies under its banner that may be able to benefit from Correlation Technology.

Friedman Marketing Services is a research company that utilizes coders to clean its data, and seems to use antiquated means of conveyance to present analysis, using ASCII, comma delimited, space delimited and column binary results. GfK Research Dynamics is a research agency that deals with raw data and gives its clients actionable market intelligence.

Without Correlation Technology to provide GfK with the valuable state-of-the-art technology boost it needs at a time that is pivotal for agencies to bring something new to clients, GfK may lose critical ground in the US market. Correlation Technology would allow GfK to cut operating costs and increase analytics delivering new and actionable insights to clients. With Correlation Technology, GfK could improve the Company's reputation in North America, generating revenue and solidifying its foothold.

IPSOS:

IPSOS is a United Kingdom-based market research powerhouse, combining the second largest survey-based research company in the U.K., IPSOS MORI, with the second largest survey-based research company in the world IPSOS Reid in 2005. The majority of its divisions: IPSOS Public Affairs, UU, and North America rely heavily on survey and telephone-based survey techniques. Recently, IPSOS acquired Synovate, boosting its technical and custom research portfolio and adding much needed talent in management. Its acquisition of Synovate has made IPSOS a powerhouse in the Asian Pacific region and by far the third largest market research company in the world.

IPSOS has a strong foundation based on qualitative survey-based techniques which may indicate a heavy reliance on coders, which are large human resource expenditures. The other branches, mainly being analytical, may have another use for Correlation Technology, possibly to help draw more conclusive and expansive insights from data. The Synovate acquisition provided IPSOS with Synovate's unique methodology based on psychological theory to understand what drives consumer behavior. Synovate also had a strong customer loyalty division dedicated to analysis of consumer behavior to distinguish customer loyalty and emotions. New trends in market research dictate that clients are beginning to place greater value on customer loyalty research, giving IPSOS a significant advantage.

IPSOS can utilize Correlation Technology to spear-head expansion of its qualitative services in the North American market by providing the technological advantage IPSOS needs to achieve its goals. IPSOS can utilize Correlation Technology more resourcefully than its competitors because of the superior technical aptitude of its personnel. Correlation Technology can provide IPSOS with a superior and unique product to offer clients, expanding IPSOS' reputation and portfolio of market research methodology, technique and technology.

Correlation Technology can operate as a stand-alone tool, or be incorporated into existing models to aid IPSOS in developing insights using its newly acquired methods and techniques from the Synovate takeover. Correlation Technology emulates the way the human brain acquires, stores and utilizes information, giving competitors a substitute for Synovate's unique psychological model and would allow them to effectively compete for market share.

Appendix: Other Industry Issues

Software

NUD*IST and Atlas/ti

With the advent of social media and the internet, there is a vast ocean of information, but the technology and methodology has remained relatively unchanged. Software programs do not aid in the analysis of information, only data extraction. There is no standard of industry, and it varies widely from company to company, usually with many types of software in use. Many vendors still use “cut and paste” in word processors in conjunction with their software. The two top analytical software in use are NUD*IST and Atlas/ti, and still rely on manual document decomposition. Researchers and analysts are drawing insights by reviewing data graphs, charts, hypertext, codes and hierarchical ontologies. Qualitative research is extremely labor-intensive, from obtaining respondent data, data input, cleaning, coding and scripting.

IBM Liquid Data

IRI's Liquid Data (ILD), an end-to-end information management and insights platform, supports business applications by “re-imagining” how businesses make decisions based on immediate access to strategic information and insights. It leverages integrated data assets and redesigned work overflows to predict the success of future decisions and initiatives. ILD provides data management capabilities driven through a combination of hardware, software, patented algorithms, industry models, data integration and supporting applications that are offered as a hosted service or as a separate infrastructure within the customer's legacy data environment. The platform holds data in a flat or unstructured universe of points, and leverages predictive automated analytics to generate information and insights in minutes.

Problems in the Industry: In-Depth

Data Volume

Maintaining the integrity of respondent opinion and client-consumer communication is the main obstacle of market research. Despite recent innovations in neuroscience technology, analysts are still hard pressed to find the correct way to relay consumer emotions to their sellers. Open-end and unstructured interviews are so under-utilized simply because of the sheer volume of work and expenditure that is attached to finding insights, often with poor results. During the coding process, the true emotion and intent of the respondents is lost because ambiguous or “unnecessary” responses and words are discarded to make the high volume of information manageable. Also, sample size must remain relatively small in order to meet deadlines or stay within allotted budgets.

Cleaning and Coding

In all five qualitative research methods, unstructured respondent information is manually cleaned by coders into categories that are deemed pertinent to coding and final analysis. Discarded data can no longer be accessed from that point on without referring back to the initial respondent data. Analysts use categories and sample respondent information again to draw across their methodologies, which vary from company to company. Insights are often based on incomplete data which must be buffered by statistical data to provide actionable value to the client. Analysts sometimes generate pages of unnecessary data and rambling reports, instead of the terse, usable information the client needs.

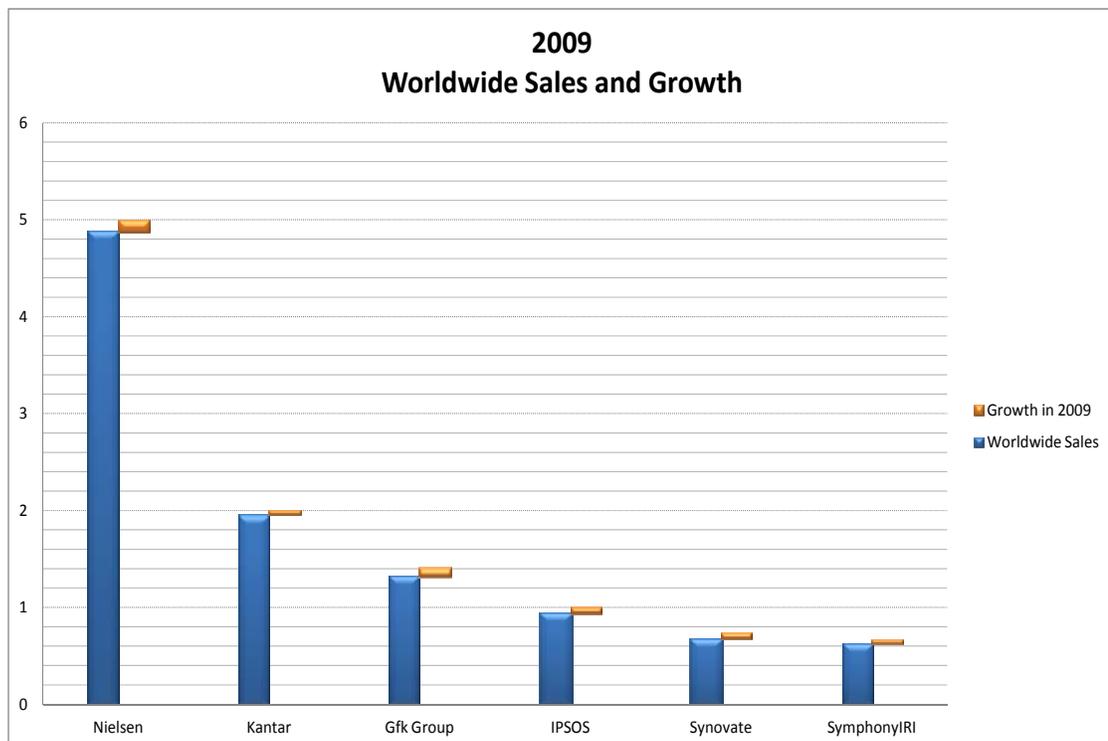
Data Filtering

The amount of information filtered by human hands, with or without automated assistance is too vast to negate human error or omissions. Human filtering leads to data which is often useless or incorrect, leading clients to market products or draw conclusions with poor results. Respondent data handled incorrectly from the field to analysis must be uncovered by meticulously going over the steps in this already arduous process, costing twice the initial capital, and a fair number of these projects do go over-budget, leaving clients looking for answers. There is no automated error check to review manual processes. System supervisors can choose which part of the research process to automate and how much is automated. Green supervisors often input too much by hand, increasing the chance of errors, while seasoned supervisors often perform perfunctory research analysis, choosing results over quality.

Statistical Survey Short-sights

During most surveys, the statistical questions (questions with denoted ranges of responses), the respondent often elaborates on points or gives insights not previously conceived and are therefore incommunicable to the surveyor or interviewer, or, in the case of group sessions and one-on-one interviews, are often expunged without ever reaching the analysis stage. The fact that long surveys can only have so many open-end questions due to personnel and budget limitations restrict real respondent input that can shape the analysis of data and the way the client views the consumer.

[*This dossier was researched and written by Arnel O. Alicea a.alicea@correlationconcepts.com*]



Worldwide Sales in 2009

Company	USD (in billions)	Growth Percentage
Nielsen	5.0	2.6
Kantar	2.0	2.5
Gfk Group	1.4	5.4
IPSOS	1.0	6.5
Synovate	0.740	9.5
SymphonyIRI	0.665	6.6

Worldwide Sales in 2008

Company	USD (in billions)	Revenue Added for 2009
Nielsen	4.87	0.130
Kantar	1.95	0.1
Gfk Group	1.32	0.076
IPSOS	0.935	0.065
Synovate	0.670	0.070
SymphonyIRI	0.621	0.044

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Nielsen	Kantar	SymphonyIRI
Strengths			
Technical Skills	Entry level employees well-versed in traditional methodologies	Employees utilize implemented technology effectively to achieve desired results when delivering insights to clients	
Brand Recognition	"The Nielsen Ratings" are the industry standard in television audience measurements	TNS, a Kantar subsidiary, is recognized as the world's largest qualitative research company	Recognized leader in CPG metrics
Customer/Client Loyalty	Strong, Fortune 500 client base	Claims to serve over half of Fortune 500 companies	Serves 95% of the Fortune 500 with client relationships averaging at least 17 years
Management	Strong executive leadership		
Financial Health	The \$1.6B USD raised in the better-than-expected IPO will be used to pay down debt of \$8.4B USD	7.5% growth rate since 2009 marks the third straight year of positive growth for Kantar.	New investment funding has led to a +2.4% growth in revenue
Reputation	Well-regarded by clients for the quality of television audience and social media metrics	As a member of the advertising giant WPP Group, Kantar is a highly valued qualitative market research company with strong quantitative competency as well	SymphonyIRI's innovative technology has established the company's leadership in the industry
Competitive Pressure	Strangle-hold on television measurement market	Specialist subsidiaries covers the gamut of expertise with excellent results	Expansion success and technological advantage has solidified position in industry
Technology	At the forefront of the social media revolution and television measurement systems		Unique technology is basis of company success
Product/Service Line	Good variety of expertise on social media and television audience measurements	Excellent qualitative and quantitative consulting services as a full-service agency	Excellent quantitative services
Strategy Implementation		Aggressive acquisition business plan absorbs, outbids or deters major competition	
Market Share	Dominates market research vertical	Second largest market research company worldwide by a large margin.	
Market Leadership	Industry leaders in television research innovation	Industry leaders in qualitative research and analysis	Industry leaders in CPG metrics and innovative technology
Methodology	Strong foundation in fundamental methodologies and quantitative research	Methodology varies from subsidiary to subsidiary and allows for flexible analysis of data depending on the client	
Qualitative Experience		Qualitative research is an intricate part of Kantar research and analytics	
Proprietary Technology	Audimeter, Three Screen and Nielsen Ratings have set the industry standard for these technologies		LiquidData and Infoscan supports quantitative product success

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Nielsen	Kantar	SymphonyIRI
Weaknesses			
Technical Skills			Employees are proficient with company technology, but lack training and development in other competencies, especially consulting
Brand Recognition			
Internal Operations	Ineffective talent allocation to key positions, weak entry level personnel development	Recent acquisitions proving disruptive to internal corporate culture due to company restructuring, but once completed this should be resolved	New majority shareholders are redefining executive and management tiers. Job outsourcing overseas has impacted morale
Management		Staff operating in "cliques" due to restructuring, making project management difficult if positions are held by employees of two different companies	Senior management focus on expanding consulting branch and bottom-line is hurting business growth. Profitability, not efficiency is valued
Financial Health			
Technology		Web and media measurement services initiated in 2010	
Product/Service Line			
Strategy Implementation	No clear strategy in place to counter competition and in-sourcing		New majority shareholders are shifting corporate strategy from aggressive acquisition to blue-chip client focus. New strategy needs more time to develop properly.
Qualitative Experience			Qualitative division is not effective. Relies almost solely on technology to draw insights

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Nielsen	Kantar	SymphonyIRI
Opportunities			
Market Growth			Consulting arm expansion will capture additional market share
Product/Service Development		Expansion of web and media based products can increase market share and revenue	Expanded portfolio of client services will come from development of consulting division
Competitive Edge		Deep pockets allow for a sustained aggressive business plan to actively expand client base and company expertise	Executive management is highly focused on dominating market research
Technology	Leading expertise in web-provisioned entertainment and social media monitoring can be exploited to achieve additional market share		Technological advantage can be exploited to expand into web-based, social media and television metrics
Horizontal Integration	Opportunity to expand further into qualitative market research		
Cultural Shifts	Respondents and clients trending towards social and interactive media	Trend towards social and interactive media implies a wider use of qualitative research and analysis	
Substitute Products			Technological advantage will aid company in planned product expansion into competitors' markets
Business Cycle	2009 company growth of 4.5% is indicative of a recovering economy and stabilizing market	Financial strength positions company to capture revenue growth as economy improves	Strong business strategy positions company to capture revenue growth as economy improves
Respondent Retention	Cultural migration from telephone to interactive respondent surveys play to company strengths		
In-sourcing			
Qualitative/Quantitative Expansion		Executives are looking to qualitative and quantitative research branches to bolster revenue	Expanded qualitative expertise supports effort to increase market share

Strengths, Weaknesses, Opportunities, and Threats Analysis

Threats	Nielsen	Kantar	SymphonyIRI
Market Growth	Even with growth in web-provisioned market research, the industry growth is expected to stagnate	Slow industry growth can hinder payback of recent acquisitions	
Product/Service Development	Facing strong competition for existing market share of non-television and web-provision market research		
Competitive Edge	Complacency towards maneuvers by competition in market		
Technology	High specialization towards television market research may make it difficult to expand into less developed competencies	Lack of innovative company technology may disrupt strategic inception into web and media market	
Horizontal Integration		The recent outbidding of GfK Group for TNS was probably overpriced. Future target companies will expect a higher premium	
Cultural Shifts			Clients are trending towards qualitative research, analysis and consulting to better understand consumer behavior, and are in-sourcing metrics
Client/Customer Rapport	Recent growth in competition media metric sectors may indicate future competitive pressure on market share	Focus on acquisitions has been reported to degrade client service	
Substitute Products	Cable and satellite companies may offer equivalent services		
Business Cycle			
Respondent Retention	Loss of respondent population due to increased cable and satellite competition	Loss of respondent population due to decrease in home telephone use	
In-sourcing	Clients starting to trend towards in-sourcing to get better results and pricing		In-sourcing is a major threat to company due to concentration in quantitative research
Qualitative/Quantitative Expansion	Competitors are expanding rapidly into both competencies decreasing non-television market share. Competitors expanding rapidly into non-television research, possibly maneuvering to enter television market		

Strengths, Weaknesses, Opportunities, and Threats Analysis

	GfK North America	IPSOS
Strengths		
Technical Skills	Experienced employees in key competencies. Strong staff training and development programs	Any perceived weaknesses in talent and skilled staff are being replaced by talent and skilled staff from Synovate
Brand Recognition		Synovate acquisition has solidified IPSOS brand as the top market research company in the Asian Pacific region
Customer/Client Loyalty		
Management		
Financial Health		IPSOS and Synovate have the two highest positive revenue growths in this analysis (2010)
Reputation		Synovate acquisition has strengthened specialized qualitative reputation, especially among clients desiring better quality customer loyalty research
Competitive Pressure		IPSOS is the third largest global market research company. Synovate acquisition puts IPSOS in close competition with market research giants Nielsen and Kantar
Technology		State-of-the-Art call centers, and data processing centers
Product/Service Line		Synovate acquisition gives IPSOS the ability to offer products and services based on studied psychological models
Strategy Implementation		Full acquisition of Synovate under the IPSOS name will be completed for January 2012, giving IPSOS massive growth and market power for the next fiscal year
Market Share		Acquisition of Synovate grabs much needed market share, especially to solidify stranglehold on Asian Pacific regional markets
Market Leadership	Largest full-service market research company in Europe and Germany	One of the top competitors in qualitative survey-based research, and Synovate is an industry leader in consulting and analysis
Methodology	Fundamental methodologies are efficiently exercised to provide insights	Mixed qualitative methodology buffers quantitative research to provide insights for clients. Synovate acquisition offers new methodologies based on Platonic, Freudian and other psychoanalysis theorists
Qualitative Experience	Great expertise in fundamental qualitative research competencies	Among the best in industry for providing complex analysis of consumer behavior based on qualitative research. Further buffered by Synovate talent in fundamental and creative qualitative research and analytics
Proprietary Technology		

Strengths, Weaknesses, Opportunities, and Threats Analysis

	GfK North America	IPSOS
Weaknesses		
Technical Skills		
Brand Recognition	Although it is the fourth largest research company in the world and the largest in Germany, it is not well-known in the US, the largest market in the world	Clients are mostly located in Europe or South America. IPSOS does not have a strong qualitative presence in North America
Internal Operations		IPSOS is still in the process of combining Synovate corporate culture with own
Management	New management hires from TNS were passed over by Kantar	Some senior management positions are being replaced by Synovate talent, affecting management structure and hierarchy
Financial Health	Company is losing revenue and growth is a stagnant +0.6%	
Technology		
Product/Service Line	Only offers three out of five product lines: custom research, retail and technology, and media. Insights provided are reactive not proactive to market	
Strategy Implementation	GfK North America appears to be inadequately committed to expansion in the American market	
Qualitative Experience		

Strengths, Weaknesses, Opportunities, and Threats Analysis

	GfK North America	IPSOS
Opportunities		
Market Growth		Synovate acquisition will grow Asian Pacific market, especially with newfound prominence in Hong Kong and Singapore
Product/Service Development	Plans to develop expanded services and products can increase client base, reputation, brand recognition and revenue	Synovate acquisition will expand the scope and range of field research and will increase market share
Competitive Edge	Company knowledge of European markets can grow trans-national client base and reputation	Strangehold on Asian Pacific region markets will gain market share and boost reputation in the economic Sinosphere
Technology		
Horizontal Integration	Further strategic acquisitions with existing US companies to grow critical mass or increase technological edge will increase US market share	Strategic acquisitions with existing US companies will increase US market share
Cultural Shifts	Shift towards increased qualitative research and analysis will support efforts to grow qualitative market share	Trend shift towards customer loyalty research makes Synovate a powerful acquisition because of proficiency in consulting, behavior analytics and psychoanalytics
Substitute Products		
Business Cycle		
Respondent Retention		
In-sourcing		In-sourcing clients will still rely on strong qualitative research and analysis, playing to IPSOS strengths
Qualitative/Quantitative Expansion	Continued qualitative and quantitative expansion will increase respondent population, client base and market share	Expansion into qualitative research and analysis will support US market strategy

Strengths, Weaknesses, Opportunities, and Threats Analysis

	GfK North America	IPSOS
Threats		
Market Growth	Continuing revenue losses will reduce efforts to grow market share in North America	
Product/Service Development		
Competitive Edge		
Technology		Synovate acquisition does not improve technological efficiency or resources. IPSOS may struggle to re-distribute resources, affecting enterprise function
Horizontal Integration		
Cultural Shifts		
Client/Customer Rapport		
Substitute Products		
Business Cycle	Recovering economy requires client companies to find new ways to target customers and consumers. Reliance on traditional methodology may further hurt GfK's North American presence	
Respondent Retention	Telephone respondent population is shrinking due to shifts toward web-based and social media	Loss of respondent population due to a decrease in home telephone use will affect IPSOS more than others because of reliance on telephone-based surveys
In-sourcing	Vulnerability to limited cadre of large clients increases in-sourcing risk	
Qualitative/Quantitative Expansion		