

Correlation Technology Impact in Market Research

- The market research vertical generates an estimated \$33.5B USD worldwide and \$11.2B USD in the US (2011). A conservative estimate of global qualitative research value is \$5B USD, or 15% of total market research revenue. Based on this percentage, qualitative research in the US generated an estimated \$1.7B USD in revenue (2011). The market research industry is dominated by the top five firms, which account for 41.4% of the total market research revenue (\$13.9B USD) and 43% (\$4.8B USD) of the US market research industry. European markets account for 42% of market research industry revenue, followed by the US (33%).
- We anticipate initial impact of Correlation Technology to be concentrated in qualitative research.
- 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, which are often transformed from qualitative research methodologies such as focus groups, interviews, questionnaires, etc. Often, these data-gathering techniques are poorly designed with imprecise objectives. Research is conducted with poor sampling quality and quantity, low response rates, high dropout rates, respondent fatigue, pencil whipping and disengaged participants. This produces biased, weak, insufficient and misleading data. Degraded data is then utilized in highly subjective and incorrectly applied data analysis techniques resulting in outputs with low usefulness. Transformed qualitative data under these conditions do not reflect actual respondent answers.
- These problems exist because qualitative techniques require a high level of manual input, exposing data to human error and carelessness. Data gathering and analyzing rely minimally on software. Software does not aid in deep or hidden insight generation. Rather, software is utilized to aid manual coding of respondent data into formal analytical structures - such as semiotics, typology, ontology, and taxonomy - that propagate human error and bias present in manual coding processes. These procedural and interpretative methods truncate and exclude the complete content provided by the respondent.
- Correlation Technology can provide a comprehensive solution to these challenges. Respondent data is automatically input into the system, regardless of sampling size, quality or quantity, response or dropout rates, fatigue, or pencil whipping. Correlation Technology allows only relevant, useful data – called Knowledge Fragments - to be eligible for use, which eliminates error, bias, weakness, insufficiencies, or misleading data. Finally, all positive connections between Knowledge Fragments, not bound by any rigid frameworks, are then automatically and exhaustively discovered. This produces truly data-driven results that cannot be achieved by any formal structure used in existing industry software or methodologies.
- Correlation Technology eliminates manual processes that cause errors and bias, and utilizes raw data in an innovative process to provide analysts with a patented way to look at deep and hidden insights. Correlation Technology lowers research costs, maximizes use of company data, maintains data integrity from respondent information, and produces high-yield insights for clients.

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 numerical values. Qualitative research deals with lenient methodologies, using Bayesian and Semantic solutions, which produce subjective metrics dependent on how the market researcher perceives the intent of the respondent. There are five primary 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 2011, the market research industry annual worldwide revenue was an estimated \$33.5B, with the top five conglomerates accounting for 41.4% (\$13.9 billion) of revenue. Industry revenue in the United States is estimated to be \$11.2 billion, with the top five controlling 43% (\$4.8 billion) of the market. The market research industry grew 2.9% worldwide, compared to 3.1% in 2010. The top 50 companies profiled in one industry report are estimated to control 56% (\$18.9B) of the worldwide revenue. The same 50 controls 82% (\$9.2B) of the US market. These numbers are estimated for revenues generated by research only, omitting government contracts on non-profit organizations. Total US market research revenue, when adjusted for these omissions, totals \$15.3B USD.



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 then 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 can be linked together for use; given a knowledge chain does exist. 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.

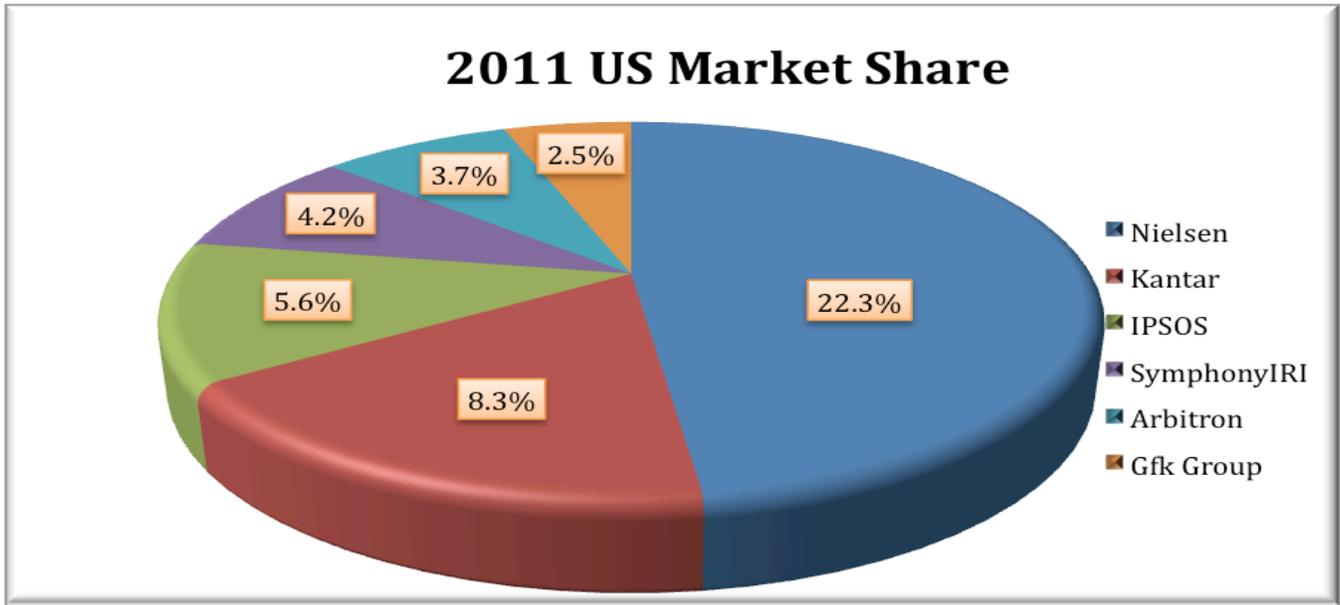
If a knowledge chain connecting origin and destination cannot be constructed, it will not be displayed. Since Correlation Technology handles data in its raw form, information integrity remains intact throughout whole process.

Clients and industry insiders are scrutinizing agencies because industry technology has not progressed in tandem with information gathering, leading to poor benefit realization. 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 also attract clients from their competitions and solidify their own client base.

The market research industry has been stonewalled by minimal innovations in automated technology. There is a vast wealth of information available for processing. However, manual processes still play a major role in existing software, forming a bottleneck in the flow information that hampers analyses and results in 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.



United States Revenue and Market Share

Company	USD (in billions)	Percentage of Total Company Revenue	Total US Market Share
Nielsen	2.5	46.3%	22.3%
Kantar	0.929	28.2%	8.3%
IPSOS	0.624	22.3%	5.6%
SymphonyIRI	0.465	60.9%	4.2%
Arbitron	0.416	98.6%	3.7%
Gfk Group	0.279	14.7%	2.5%
Total US Industry Revenue	11.2		

Worldwide Revenue and Market Share

Company	USD (in billions)	Percentage of Market
Nielsen	5.4	16%
Kantar	3.3	9.9%
IPSOS	2.8	8.4%
SymphonyIRI	0.764	2.3%
Arbitron	0.422	1.3%
Gfk Group	1.9	5.7%
Total Worldwide Revenue	33.5	

Competitive Landscape:

Nielsen Holdings:

Nielsen issued an IPO on 25 January 2012 that raised \$1.8B USD. Nielsen US research-only revenue in 2011 was \$2.5B USD, up 4.1% from 2010. In 2011, 53% of total research-only revenue, or \$2.8B, was from outside the United States. The growth rate includes 2009 and 2010 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. US research and non-research revenue for Nielsen was \$2.7B USD 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. Two research units employ an estimated 9,949 full time in the United States. Nielsen employs about 35,000 worldwide. Nielsen offices are located in 82 countries.*

Kantar:

U.S. research-only revenue in 2011 was estimated at \$929.4M, down .5% from 2010. In 2011, 72.1% of total research-only revenue, or \$2.4B, was estimated from outside the United States. Twelve research businesses in the United States work across the spectrum of research and consultancy disciplines and offer business insights at each point of the consumer cycle. Kantar services are used by more than 300 of Fortune 500-ranked companies. 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 U.S. research divisions employ an estimated 4,135 research-only employees. Kantar as a whole employs approximately 28,500 staff.*

Ipsos North America:

Ipsos in North America 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 2011 was \$624.3M, down .6% from 2010. In 2011, \$2.1B, or 77.3%, of total revenue, was from outside the United States. The growth rate includes 2010 and 2011 revenue from the acquisition of OTX Corp. in March 2010. In October 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 2,193 in the United States.*

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 2011 by New Mountain Capital, LLC. U.S. revenue in 2011 was \$465.3M, up 1.8% from 2010. In 2011, 39.1% of total revenue, or \$289.9M, was generated from outside the United States. 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

* 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.

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 challenges faced by the consumer packaged goods, retail and healthcare industries for more than 25 clients with regional and global agreements. SIRI clients include 95% of Fortune Global 500 companies in these industries. SIRI operates in 58 countries through stand-alone operations, wholly owned subsidiaries, partnerships and alliances. SIRI has 1,345 research-only employees in the United States and approximately 2,500 worldwide.*

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 2011 was \$279M, down 5.4% from 2010. In 2011, 85.4% of total worldwide revenue, or \$1.6B, was from outside the United States. The growth rate includes the 2010 and 2011 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 916 full-time employees in the United States.*

Companies In-Depth

Nielsen Holdings

Nielsen has announced its intent to acquire Arbitron, the radio ratings measurement market leader, for \$1.26B USD. Pending regulatory approval, this acquisition will solidify Nielsen as the uncontested market leader in TV and radio ratings sector. In response to the threat from cable and digital companies providing direct measurements to clients, Nielsen has partnered with Twitter to create a new digital TV ratings measurement system. “Nielsen Twitter TV Rating” measures the number of tweets generated as consumers watch a particular program.

The Nielsen-Arbitron merger, if approved will give Nielsen the most comprehensive data sources in its vertical market sector. Nielsen can utilize these sources to supplement market research service offerings to other content providers and clients seeking to measure consumer engagement.

Nielsen can benefit greatly from Correlation Technology. Twitter is a qualitative research feed. Quantitative research and analysis alone cannot provide the most comprehensive consumer insights. Nielsen can provide clients with exhaustive consumer insights by utilizing the exhaustive discovery mechanisms of Correlation Technology to find all connections between Knowledge Fragments when Twitter feeds are automatically acquired into the system. Further, previously undiscovered insights can be elicited from Twitter feeds and other company data. Correlation Technology can extract valuable knowledge content for analysis that is independent of the original input topics.

Nielsen’s merger with Arbitron solidifies its position as market leader. This is a direct threat to Nielsen competitors. The anticipated size and revenue generation capabilities of Nielsen after the merger will effectively raise the barriers to entry in the TV and radio ratings measurement market sector, while also lowering Nielsen’s barriers to expand into non-media market sectors. Correlation Technology could be the solution to avert this offensive and effectively capture new market share. Competitors wielding Correlation Technology will have a unique and comprehensive way to gauge consumer interest should they decide to compete in television market services. A Correlation Technology product will also protect market position by delivering a unique and innovative way to generate insights to clients. Correlation Technology can also make it more difficult for Nielsen to expand further into the non-media market sectors. Without a significant tool to diversify research in a unique and innovative way beyond what is already in place, Nielsen’s competitors may lose additional market share and revenue.

Kantar Group

Kantar relies on its 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. As of 2013, Kantar has aggressively expanded its cross-platform digital measurements capabilities through partnerships between Kantar Media and MediaCorp, SecondSync and AdGooroo.

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 qualitative research and analysis that could benefit from Correlation Technology. Correlation Technology would make Kantar the dominant player in non-media market research sector by providing a unique and versatile technology that no other company can imitate.

Symphony IRI:

New Mountain, LLC, a private equity investment group based in New York, acquired majority shareholder interest in SymphonyIRI (SIRI) in 2011. Symphony Technology Group is 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 continue to 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 spearhead 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 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 methodologies 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.

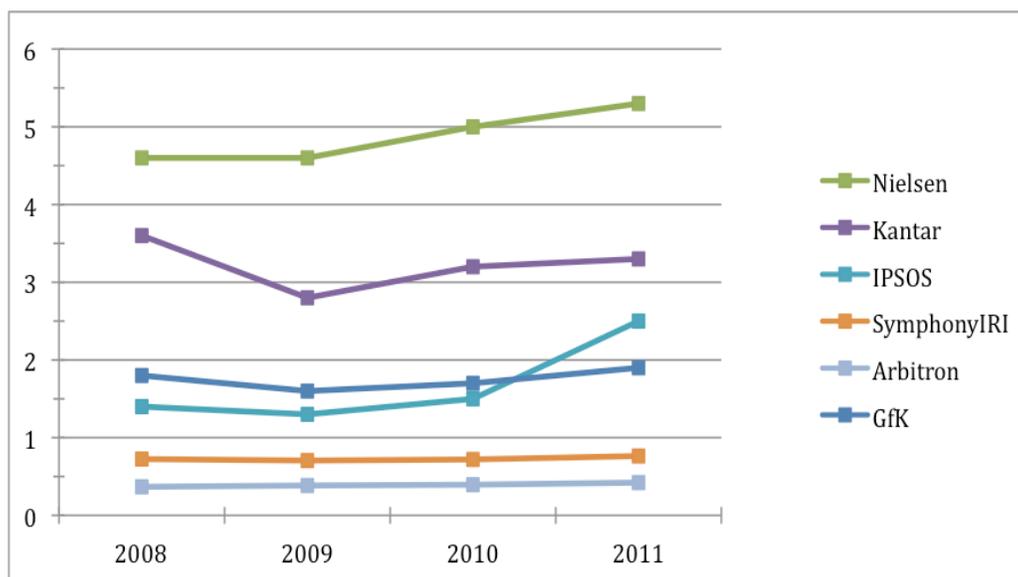
Data Filtering

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.

Revenue Tracking Graphs and Charts



Annual Company Revenue Year-by-Year				
Company	2008	2009	2010	2011
Nielsen	4.6	4.6	5	5.3
Kantar	3.6	2.8	3.2	3.3
IPSOS	1.4	1.3	1.5	2.5
SymphonyIRI	0.725	0.706	0.72	0.764
Arbitron	0.368	0.385	0.395	0.422
GfK	1.8	1.6	1.7	1.9

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Nielsen	Kantar
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
Customer/Client Loyalty	Strong, Fortune 500 client base	Claims to serve over half of Fortune 500 companies
Management	Strong executive leadership	
Financial Health	Strong growth in 2011 after IPO has stabilized Nielsen market share	Kantar growth has plateaued, possibly from difficulties stemming from the TNS merger
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
Competitive Pressure	Strangle-hold on television measurement market	Specialist subsidiaries covers the gamut of expertise with excellent results
Technology	At the forefront of the social media revolution and television measurement systems	
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
Strategy Implementation	Nielsen has strategically partnered and looked for acquisitions in sectors in which market leadership gaps exist. The Twitter partnership enables Nielsen to effectively compete for market share in the digital measurement market sector	Aggressive acquisition business plan absorbs, outbids or deters major competition
Market Share	Dominates market research vertical	Second largest market research company worldwide. This position is being challenged by the IPSOS-Synovate merger
Market Leadership	Industry leaders in television research innovation	Industry leader in qualitative research and analysis

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Nielsen	Kantar
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 technology sectors. Nielsen Twitter TV Ratings is due to be released in August 2013	

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Nielsen	Kantar
Weaknesses		
Technical Skills		
Brand Recognition		
Internal Operations	High turnover rate with staff employed circa 3 years. Nielsen develops talented staff but does not work to keep them	Acquisitions proving disruptive to internal corporative culture
Management		Senior staff are more focused on acquisitions and onboarding than investing internally to keep innovation continuous
Financial Health		
Technology		Web and media measurement services initiated in 2010
Product/Service Line		
Strategy Implementation		
Qualitative Experience		

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Nielsen	Kantar
Opportunities		
Market Growth	The market research industry has stabilized after the 2008 recession. Nielsen has posted positive revenue gains each year, highlighting its financial health and successful growth strategy	
Product/Service Development	The development of Nielsen Twitter TV Ratings integrates digital measurements with Nielsen TV Ratings which may further solidify Nielsen industry leadership position and increase revenue	Expansion of web and media based products can increase market share and revenue
Competitive Edge	If the FTC approves the Arbitron merger, Nielsen will have sole leadership position in TV and radio ratings	Deep pockets allow for a sustained aggressive business plan to actively expand client base and company expertise
Technology	Leading expertise in web-provisioned entertainment and social media monitoring can be exploited to achieve additional market share	
Horizontal Integration	Twitter partnership highlights an opportunity to expand further into qualitative market research	
Cultural Shifts	Strategic partnerships take advantage of current trends towards social and interactive media	Trend towards social and interactive media implies a wider use of qualitative research and analysis
Substitute Products		
Business Cycle	Strengthening economic conditions enable successful partnerships and acquisitions	Financial strength positions company to capture revenue growth as economy improves
Respondent Retention	Cultural migration from telephone to interactive respondent surveys play to company strengths	
Qualitative/Quantitative Expansion	All expansion is in quantitative research and analysis. Qualitative research and analysis is not properly utilized to extract deeper insights	Executives are looking to qualitative and quantitative research branches to generate majority of revenue

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Nielsen	Kantar
Threats		
Market Growth		Slow industry growth can hinder company growth into existing and new sectors
Product/Service Development		
Competitive Edge		
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		Strategic partnerships with MediaCorp, SecondSync, and AdGooroo will bolster initiative into web provisioning and TV measurement sectors
Cultural Shifts		
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	Facing strong competition for existing market share of non-television and web-provision market research	
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
Qualitative/Quantitative Expansion	Competitors are expanding rapidly into both competencies decreasing non-television market share. Competitors such as Kantar are expanding rapidly into the media ratings market sector	

Strengths, Weaknesses

	SymphonyIRI	GfK North America
Strengths		
Technical Skills		Experienced employees in key competencies. Strong staff training and development programs
Brand Recognition	Recognized leader in CPG metrics	
Customer/Client Loyalty	Serves 95% of the Fortune 500 with client relationships averaging at least 17 years	
Management		
Financial Health	Financial growth is stable year-to-year	
Reputation	SymphonyIRI's innovative technology has established the company's leadership in the industry	
Competitive Pressure	Expansion success and technological advantage has solidified position in industry	
Technology		
Product/Service Line	Excellent quantitative services	
Strategy Implementation		
Market Share		
Market Leadership	Industry leaders in CPG metrics and innovative technology	Largest full-service market research company in Europe and Germany

Strengths, Weaknesses

	SymphonyIRI	GfK North America
Methodology		Fundamental methodologies are efficiently exercised to provide insights
Qualitative Experience		Great expertise in fundamental qualitative research competencies
Proprietary Technology	LiquidData and Infoscan supports quantitative product success	

Strengths, Weaknesses		
	SymphonyIRI	GfK North America
Weaknesses		
Technical Skills	Employees are proficient with company technology, but lack training and development in other competencies, especially consulting	
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
Internal Operations	New majority shareholders are redefining executive and management tiers. Job outsourcing overseas has impacted morale	
Management	Senior management focus on expanding consulting branch and bottom-line is hurting business growth. Profitability, not efficiency is valued	New management hires from TNS were passed over by Kantar
Financial Health		Company is losing revenue and growth is a stagnant +0.6%
Technology	Liquid Data technology experienced major setbacks and multiple releases	
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	New majority shareholders are shifting corporate strategy from aggressive acquisition to blue-chip client focus. New strategy needs more time to develop properly.	GfK North America appears to be inadequately committed to expansion in the American market
Qualitative Experience	Qualitative division is not effective. Relies almost solely on technology to draw insights	

Strengths, Weaknesses

	SymphonyIRI	GfK North America
Opportunities		
Market Growth	Market research industry growth may lead to increased growth of consulting divisions	
Product/Service Development		Plans to develop expanded services and products can increase client base, reputation, brand recognition and revenue
Competitive Edge		Company knowledge of European markets can grow trans-national client base and reputation
Technology		
Horizontal Integration		Further strategic acquisitions with existing US companies to grow critical mass or increase technological edge will increase US market share
Cultural Shifts		Shift towards increased qualitative research and analysis will support efforts to grow qualitative market share
Substitute Products	Technological advantage will aid company in planned product expansion into competitors' markets	
Business Cycle	Strong business strategy positions company to capture revenue growth as economy improves	
Respondent Retention		
Qualitative/Quantitative Expansion	Expanded qualitative expertise supports effort to increase market share	Continued qualitative and quantitative expansion will increase respondent population, client base and market share

Strengths, Weaknesses

	SymphonyIRI	GfK North America
Threats		
Market Growth		Continuing revenue losses will reduce efforts to grow market share in North America
Product/Service Development	Poor product development and excessive software failures may lead to loss of clientele	
Competitive Edge	CPG market leadership is being challenged by Nielsen. Continued technology failures combined with increased focus on consultation services may reduce SIRI's competitive edge	
Technology	Multiple software failures of Liquid Data service affecting employee morale and client rapport	
Horizontal Integration		
Cultural Shifts	Clients are trending towards qualitative research, analysis and consulting to better understand consumer behavior, and are in-sourcing metrics	
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
Qualitative/Quantitative Expansion		

Strengths, Weaknesses

	IPSOS
Strengths	
Technical Skills	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	One of the top competitors in qualitative survey-based research, and Synovate is an industry leader in consulting and analysis

Strengths, Weaknesses	
	IPSOS
Methodology	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	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	
	IPSOS
Weaknesses	
Technical Skills	
Brand Recognition	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	Some senior management positions are being replaced by Synovate talent, affecting management structure and hierarchy
Financial Health	
Technology	
Product/Service Line	
Strategy Implementation	
Qualitative Experience	

Strengths, Weaknesses

IPSOS

Opportunities

Market Growth

Synovate acquisition will grow Asian Pacific market, especially with newfound prominence in Hong Kong and Singapore

Product/Service Development

Synovate acquisition will expand the scope and range of field research and will increase market share

Competitive Edge

Stranglehold on Asian Pacific region markets will gain market share and boost reputation in the economic Sinosphere

Technology

Horizontal Integration

Strategic acquisitions with existing US companies will increase US market share

Cultural Shifts

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

Qualitative/Quantitative Expansion

Expansion into qualitative research and analysis will support US market strategy

Strengths, Weaknesses	
	IPSOS
Threats	
Market Growth	
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	
Respondent Retention	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
Qualitative/Quantitative Expansion	