



Analytica

Next generation market research



A summary of the findings from Analytica's Insight Manager Survey 2011

This report provides a summary of the findings from
Analytica's Insight Manager Survey 2011.

Written by Joel Dalrymple

28th February 2011 - Revision 1.0

Introduction

Change – much has been written, read and discussed about change – what it is, why it is important, and how it impacts our lives. When considering change in relation to business, technology has been – and remains today – a key driver. With the rapid acceleration in the evolution of technology, businesses need to act much more rapidly than ever before.

To master this, businesses rely increasingly on insight. Insight about how things are going, insight about what others are doing, insight that can be shared, discussed and prioritised, all with the aim to inform the business decision making process. But how easy is it to master insight and how geared up for the job are businesses really? To find out, we explored one area of the business' endeavour to cope with insight and stay ahead of the game – the Insight Manager. Through the results of our annual survey, we see the title of 'Insight Manager' becoming more commonplace with an escalating use of science-based decision making in business more prevalent than instinct.

A story of making a bad decision on instinct is described by Van Munching in his book Beer Blast. From the 1920's to the 1960's America's top brewer was Schlitz (founded 1849). However by 1970, Schlitz was facing shrinking margins from increasing competition. In response the head of Schlitz, Robert Uihlein, embarked on a cost cutting strategy. The beer formula was altered to accommodate more corn syrup rather than malts, and a new fermentation process was implemented to reduce brewing time. The result was a beer that was cheap to produce, but didn't taste very good.

Worse, the beer had a limited shelf life and if stored at a higher-than-normal room temperature, it developed thick mucus at the base. Uihlein was made aware of the problems immediately, but rather than investigate went with his gut: "...Uihlein declined a costly recall for months, wagering that not much of the beer would be subjected to the kinds of temperatures at which most haze forms. He lost the bet, sales plummeted."¹ Subsequently, Schlitz sales never recovered. The company was ultimately bought in 1982. In 1970, a relatively simple amount of data and analysis at many stages could have saved the company's position as a leading brewer, but no attempt was made to investigate the potential impact of the damages, only resulting sales figures were used.

Today some businesses are increasingly achieving competitive advantages through the use of evidence-based decision making. Capital One credit cards is one such business. "Capital One runs about three hundred experiments per business day, to improve its ability to target individual customers. Through such analyses, the savings business increased retention by 87% and lowered the cost of acquiring a new account by 83%"². Clearly running experiments and creating usable information at scale like Capital One requires more dedicated research professionals than previously and the title of Insight Manager is new among these professionals. But who are the Insight Managers? What role are they playing in decision making? What things are they interested in? What is standing in their way? To try and gain an appreciation of Insight Managers we created the annual survey with the below listed objectives:

- To understand what the role is
- To discover the key challenges that Insight Managers face in their daily jobs and how these impact their jobs
- To learn what Insight Managers are most focused on

Summary of findings

- The main challenges facing most Insight Managers appear to be related to bridging the gap between the available data and decision making.
- The role is not yet well defined with many Insight Managers performing very different tasks.
- Demand for Insight Managers and research professionals is growing despite economic stagnation.
- Many Insight Managers sit in marketing departments, but provide insight across many business areas most are typically interested in consumer behaviour.
- Through the survey we have found that the Insight Managers have a diverse background and are working across many industries, though typically in larger organisations.
- Participants have a high degree of interest in Social Media.

¹ Philip Van Munching 1997 "Beer Blast, The Beer Industry's Bizarre Battle"

² Davenport Harris 2007 "Competing on Analytics" Harvard Business School Press

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Insight Manager's
forum, and be a
part of this growing
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The role

The role of “Insight Manager” is relatively new and not well defined.

Responsibilities of people working under this job title vary widely. In some organisations, the Insight Manager is responsible for coordinating information across multiple departments. This is a new role described by Nigel Bradley³ of a research professional who shifts their focus away from individual research projects to the agglomeration of information available through technology from more sources for the business context. “[The insight professional]...makes use of all existing information, so there is less need to consult customers thereby minimising unnecessary contact costs”. The Insight Manager is thus dedicated to filling the fact gap. The fact gap was discussed in a 2003 Business Objects survey of that name⁴. It exists where existing data is available but not as usable information in a timely enough fashion to have influence on business actions, a consequence is that many business decisions must instead rely on instinct alone. The role of filling the fact gap might also be performed by people with the title “research manager”.

This job role can also be performed by research professionals under a multitude of different titles such as: analyst, researcher, or consumer insight associate

We find other professionals with the same job title who strictly perform research or analysis, in some cases dedicated to consumer behaviour. This job role can also be performed by research professionals under a multitude of different titles such as: analyst, researcher, or consumer insight associate. Discussions with participants revealed that this is not always intended, but it is a consequence of an overwhelming workload: despite having Insight Manager as their job title they were unable to devote a lot of resources to evaluating and disseminating information.

The two examples of job roles above might represent the extremes. Among our survey respondents we find some of both types, and many in between. Although these roles are relatively different there are common interests, as both are modern practitioners of science in business. The role of science professionals is not new, but it is evolving. Measurement and testing in functions such as development and operations have long been commonplace. Scientific Management was popularised at the turn of the century to the extent that efficiency managers were hired⁵. However, most of these are internal facing; movement of science in business into other external facing departments like Marketing was not popularised until later; for example consumer behaviour studies rose in popularity only after 1950. Marketing related research has remained dynamic ever since and it is perhaps because of this dynamism that we find a lot of Insight Managers in this department.

The profile of the Insight Manager survey respondents

54 research and insight professionals took part in the survey⁶. Of those who took the survey, 48 responded to every question. Our search for participants specifically targeted professionals with the job title ‘Insight Manager’, and the majority of respondents, 38, have the job title of ‘Insight Manager’; six respondents have the title ‘Research Manager’, and the remaining respondents hold a variety of related titles including; ‘Head of Insight’ and ‘Strategy Analyst’⁷.

Figure 1 below shows years in current role by job title. It shows that the survey participant’s experience varies. Most participants have been in their current role for more than one year, seven having worked in their current role for more than ten years. Those holding the title ‘Research Manager’ were more experienced; all with more than one year in the job.

Eight of the Insight Manager respondents had less than one year of experience in their current role. This is a positive indication that hiring for this role has continued despite the present era of economic stagnation. Other responses also suggest increasing demand; when asked if respondents felt that the demand for their insight was likely to change next year, the majority (77%) indicated that it was likely to increase, contrasted by only 3% indicating that it was likely to decrease.

³ Bradley, Nigel, (2007), Marketing Research: Tools and Techniques, Oxford: Oxford University Press. ISBN 9780199281961; via Wikipedia.

⁴ Mark Hammond 2003. Business Objects, “A Study of executives in the United States and Europe”

⁵ An interesting tangent piece: the popularity of efficiency managers in early 1900’s is identifiable using the Google Books NGRAM tool see: http://ngrams.googlelabs.com/graph?content=efficiency+managers+&year_start=1800&year_end=2000&corpus=0&smoothing=3

⁶ One respondent was removed: had selected the right-most option on all questions!

⁷ Other: Consumer & Shopper Planner, Consumer Strategist, Marketing Manager

Figure 1 Years in current role, count by job title

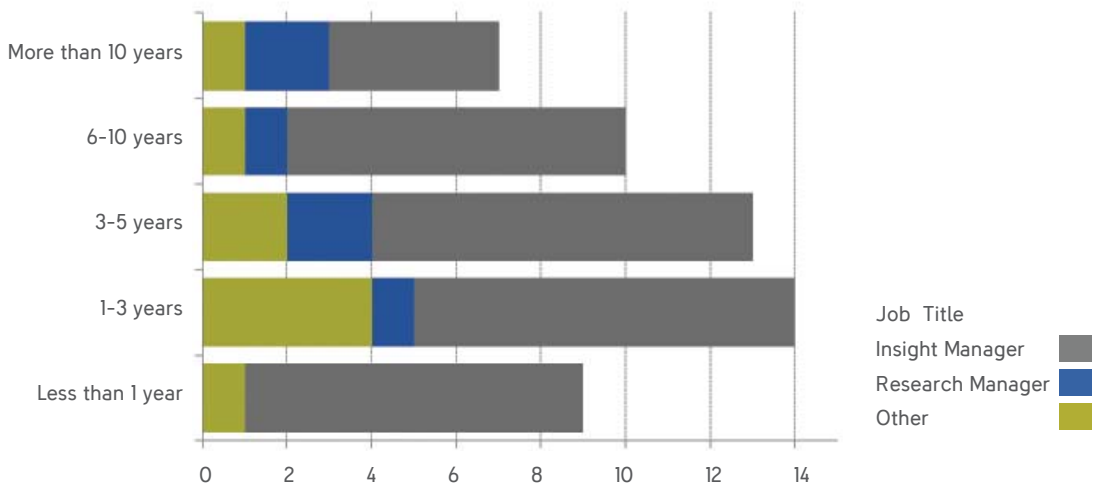


Figure 2 below shows respondent department by position within the organisation. It shows that it is within Marketing departments that a lot of Insight Managers sit, but not exclusively. There were nine others, five holding the title Influence Manager; they were in Finance, Strategy, and Operations departments suggesting that being fully dedicated to marketing or consumer research cannot be used to define the role.

Our results also show that the Insight Managers often hold relatively senior positions, either Line Managers or Department Heads.

Figure 2 Department, count by position within organisation

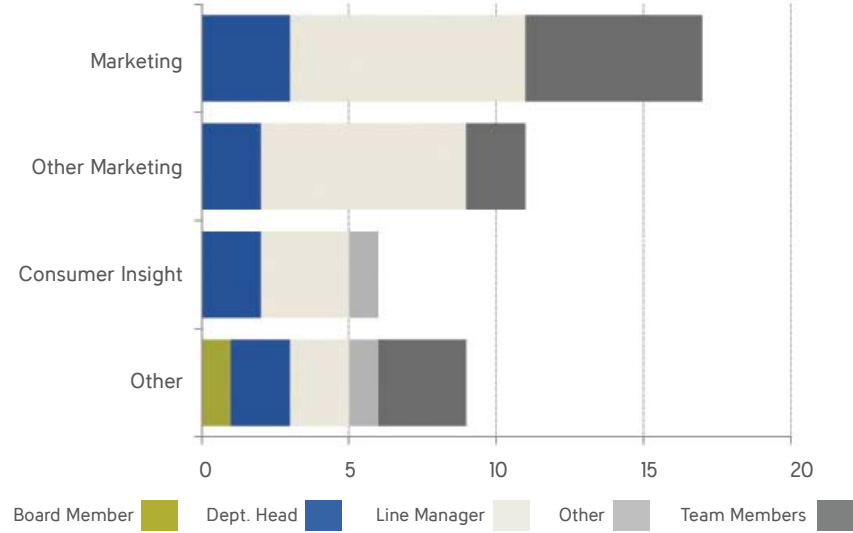
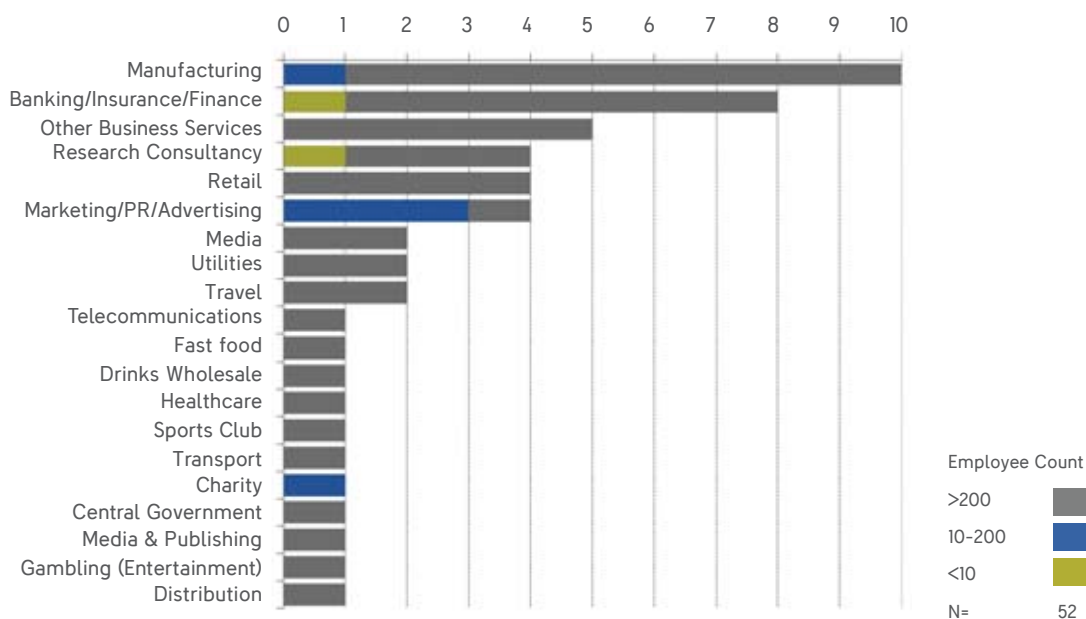


Figure 3 below shows the results for which sector best fits the respondent’s business, and how many full-time employees work in the company. Most of the Insight Managers who took the survey (85%) are employed in businesses with more than 200 employees. A variety of industries are represented; the most common being Manufacturing (20%) and Business/Finance (15%). We may also note that most respondents are employed in for-profit industries; there was one Government participant, and one Charity.

Figure 3 Current sector of employment, count by size of business



The majority of Insight Managers taking the survey were dedicated to producing insight: more than 80% devote about two thirds or more of their time to insight delivery (see Table 1 below). The Insight Managers are typically a part of a larger team or a manager of a team responsible for generating insight (Approximately 60% of respondents answered that five or more people in their organisation were devoted to insight delivery).

Table 1 Resources devoted to delivery of insight within organisations employing Insight Managers.

Number of people in organisation responsible for gathering and delivering insight:	What proportion of your time is devoted to insight delivery? (count)			TOTAL
	About one third	About two thirds	All	
1	0	3	2	5
2	1	4	0	5
3 or 4	1	4	7	12
5	7	12	11	30
TOTAL	9	23	20	52

approximately
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insight was likely to
increase next year

- A majority (70%) of respondents felt that their business was driven by analytics to a fair or high degree. Only six respondents (about 10%) felt that their current use of analytics was below average.
- The majority of respondents, (approximately 80%) answered that their company's use of insight was likely to increase next year. Only one respondent who had felt that their company's use of analytics was below average did not anticipate an increase in the use of insight next year. None of the respondents who felt that their current use of analytical decision making was already high expected their company's use of insight to decline.
- In response to an open-answer question it was found that the majority (more than 65%) of respondents sit within Marketing, or a related department (such as Sales and Marketing). This finding is interesting in relation to questions in later sections of the survey, as despite most Insight Managers being a part of marketing departments; their insight is used throughout the business.
- Another question asked about education background - the results of which were diverse, although many had business backgrounds (35%), nearly as many indicated humanities (30%). The remainder was diverse and included arts, physics, economics, and maths.

Ultimately the most significant finding from analysing the profile of respondents is that the participants are a diverse group.

Challenges

“Science is facts; just as houses are made of stone, so is science made of facts; but a pile of stones are not a house, and a collection of facts is not necessarily science”. – Jules Henri Poincaré (1854-1912) Mathematician.

For simplicity here the role of the science professional in business might be thought of in four broad categories: obtain data, analyse data to convert it into information, evaluate information, and then share the information in a usable way. However internal and external challenges prevent the execution of these. For the survey participants it is the final two steps in this process where the challenges occur; i) information overload or finding the right insight and ii) communication (particularly with senior management) arose throughout the survey. This suggests to us that many of the participants are data rich, but are challenged to fill the fact gap between the data and decision making.

Internal challenges

The survey asked about internal challenges directly. In the survey four known internal challenges were provided for respondents to choose from. Respondents were also encouraged to add more challenges in an open text box. Figure 4 below provides the results of the participant’s selections by job position.

The survey results show that all of the suggested challenges were relevant to some participants but that buy-in from senior management, and finding the right insight were key challenges for more. Approximately 65% of respondents indicated senior management buy-in as a challenge. This finding was reinforced in the open-response, and also later in questions related to skill requirements. Ten respondents provided an open answer, eight of these were more refined challenges related to communication and influencing senior management for example:

- “Ensuring insight is delivered in a way that is quickly meaningful and relevant and can have the maximum impact on decisions”
- “Ensuring action is taken as a result of insight delivered”

The other respondents indicated that a major challenge facing them was limited resources to meet the demand for insight, and the inability to obtain forward-looking insight. Selection of the challenges in this question was biased according to position. Department Heads were more likely to select these challenges and in particular ‘finding the right insight’. In total there were ten department heads who took part in the survey, eight selected ‘Finding the right insight’. (By contrast, only five of 12 team members chose this).

Figure 4 Challenges faced in the role of Insight Manager, count by position



Approximately
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senior management
buy-in as a challenge

Agility to respond to change was selected by only 13 participants. Its selection was somewhat related to the amount of time spent in the role; it was more often indicated by experienced Insight Managers.

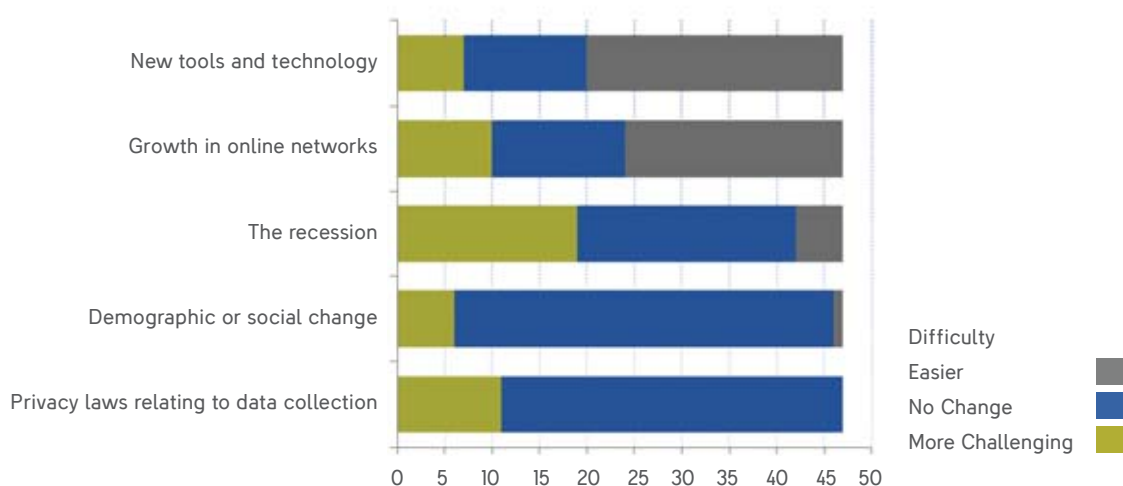
External challenges

Senior management needed evidence to reduce costs in a scientific manner.

Questions about external challenges were asked in a different format to internal challenges. For external challenges, participants were asked to indicate whether the five external factors listed were making their work easier, had no impact, or made it more challenging. Again participants were encouraged to inform us of other factors not included. The results are provided below in Figure 5.

New tools and technology and growth in online networks are often seen as beneficial, and here they were the most positive. However, and this is surprising, some respondents indicated these were increasing the challenge of their job. In discussions with Insight Managers, this was taken as an indication of information overload.

Figure 5 Issues affecting the difficulty of the Insight Manager's job



The recession has not caused challenges for all, and some respondents felt that the recession was actually making their work easier. A discussion with one Insight Manager indicated that the insight they produced had been made more valuable because senior management needed evidence to reduce costs in a scientific manner. Two respondents indicated in open text that the recession's impact was triggering reduced budgets as opposed to impacting the ability to produce insight. These comments are somewhat complemented by the finding that those who found the recession was increasing the challenge of their work were highly likely to have indicated that senior management buy-in was an internal challenge: approximately 75% (by comparison, only 35% of the other respondents had selected senior management buy-in as a challenge).

Other open text comments indicated Social Media, and access to relevant information as challenges.

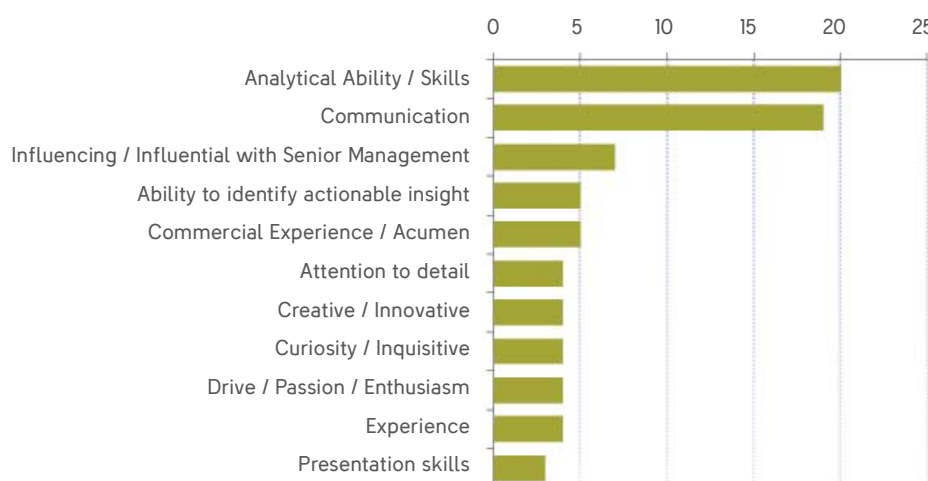
Skills desired in a new hire

We asked respondents about the skill set they would look for in new hires – this also revealed some challenges. The survey asked respondents to answer in open text: “if you were to hire an insight manager today what are the three main skills you would look for?” The results have been collated and those that were mentioned more than three times are displayed below in Figure 6.

Figure 6 shows that analytical skills were mentioned most, by 20 respondents, followed closely by communication – selected by 18. Other sources have found these attributes the most common skills sought by employers of any new hire. The third on the list however “the ability to influence senior management” is generally not often a skill desired of new hires. The prominence of this issue in this question and throughout the survey supports the conjecture that relatively few members of senior management have been people with backgrounds in research or insight.

Some of the other responses, shown in Figure 6, might also be placed into the larger categories. For example, presentations might also be classified as communication. Interestingly, in a question related to dissemination we found that the most common method was presentations, yet few people specifically mentioned presentation skills as unique to communication.

Figure 6 Skills existing Insight Managers would look for in a new hire, count of 3 responses or more



Some skills commonly mentioned for other jobs are largely absent. For example, only two answers might be classified as interpersonal skills: one respondent indicated empathy, another mentioned people skills.

⁸ http://www.quintcareers.com/job_skills_values.html

Insight

In this section we present findings to questions asking what the survey participants are most focused on right now, and what they are spending their time on: mainly insight. One might be familiar with the expression “ask ten economists a question and get fifteen answers”. Here we see that, one might substitute “economist” with Insight Manager and the expression will still hold true.

Participants gave relatively few unanimous results in terms of indicating what is important in their jobs.

When asking participants to provide information about what is important in their jobs, there were relatively few unanimous results. Despite controlling for: job title, industry, experience, academic background, or other traits; there was a high variance in the responses chosen throughout. Respondents were often inquisitive and precise: we found they sometimes interpreted questions in ways that were unanticipated during sample group trials, and in open-text responses many gave very detailed answers.

There is disagreement on what insight actually is. In open text responses; one respondent indicated that their definition of insight was that it is an action: the cognitive act of understanding, or experiencing a “eureka moment”. To others insight is synonymous with information, or even data. The working definition of insight used when constructing this survey was most similar to that which appears on Wikipedia “A perception of a situation or the understanding of a cause and effect in a specific context.”⁹ In this way, insight is a form of information, but is differentiated in that it is not only descriptive. For most of the questions presented here, any of these definitions could be applicable; however the ranks provided by those who considered insight as data or a cognitive act might have been different if they were instead considering an information-related definition.

As well as asking participants to discuss what they are most focused on and how they spend their time, we also asked about how the insight they produce is used.

Focus cost and time spend

In this section the questions asked respondents to provide ranks from 0 (none) to 5 (high) or a percentage. Despite controlling for profile and role characteristics, often the selections made were subject to a high degree of variance and results were often skewed. To share this result, where applicable, we will make use of Box Plots. An explanation of how to read the box plots is available in Appendix 2.

Respondents were asked to rank which of the following broad research categories they were most focused on right now between:

- Market Demand (Economy/Demographics/Forecasts)
- Market Competitors (Performance/Products)
- Consumer Behaviour (Purchase Decisions/Brand Awareness/Preferences/Loyalty)
- Data Interpretation (Modelling/Forecasting/Dissemination/Reporting)

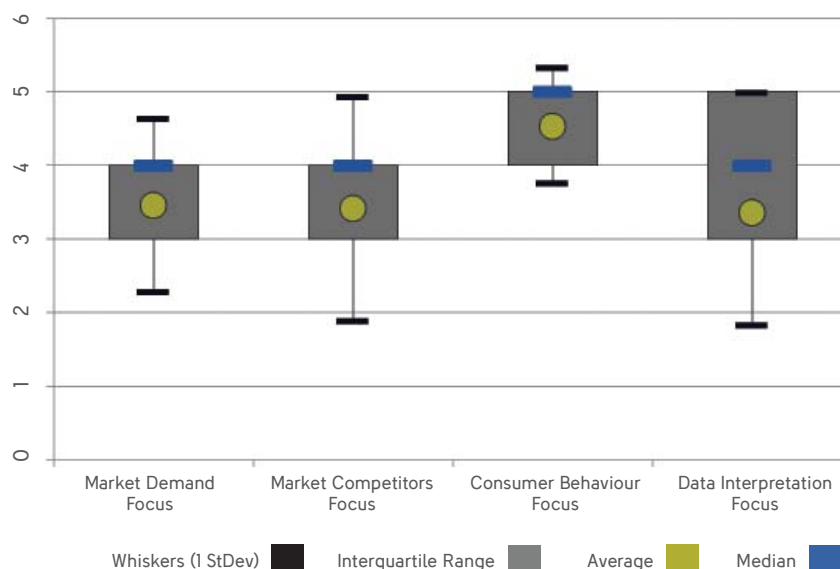
Figure 7 below shows the results. There is focus on all of the categories. For each, the median was four or five.

Consumer behaviour is the most focused on with more than half of the respondents choosing the highest rank available, on average it scored 4.5. Consumer behaviour was also the category where there was the most agreement; the box plot tails are very compact.

Market demand and competitors had similar averages and medians, but there was less agreement on competitors with some respondents ranking it very low, and others very high.

The most disagreement was in relation to data interpretation with some ranking this zero, others ranking it five. Discussion with Insight Managers indicated that this was because some were not responsible for making changes to metrics or reporting. This is reinforced further below in a question on time spend.

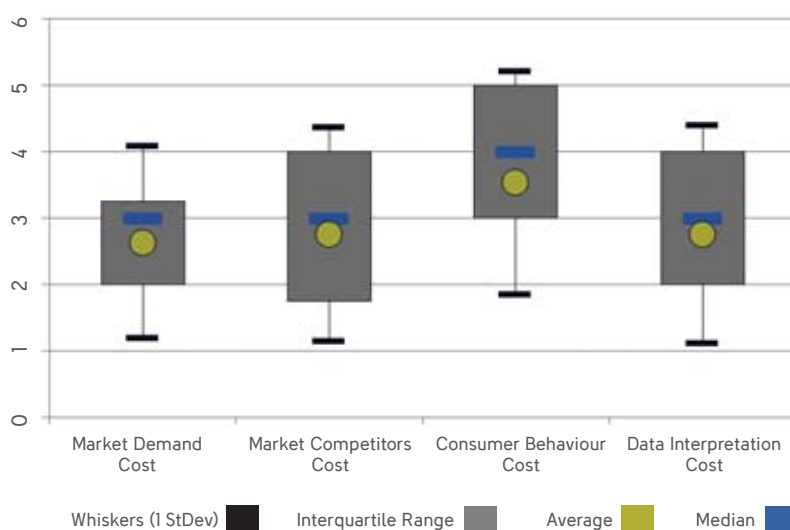
Figure 7 Rank of focus on types of insight categories



In a follow-up question the survey asked respondents to rank the same four categories, but this time in terms of cost. Figure 8 below shows the results. In comparison to the previous question an immediate difference is a much higher degree of variance in the answers.

Consumer behaviour remains the highest ranked, but not to the same extent as when asked about focus. The variance is very high which suggests that although some participants are highly focused on consumer behaviour they are not presently spending a lot on it. This might imply that this is an area where more spending might be devoted in future. Market demand insight had the lowest level of disagreement, with most participants spending towards it.

Figure 8 Rank of cost of insight categories



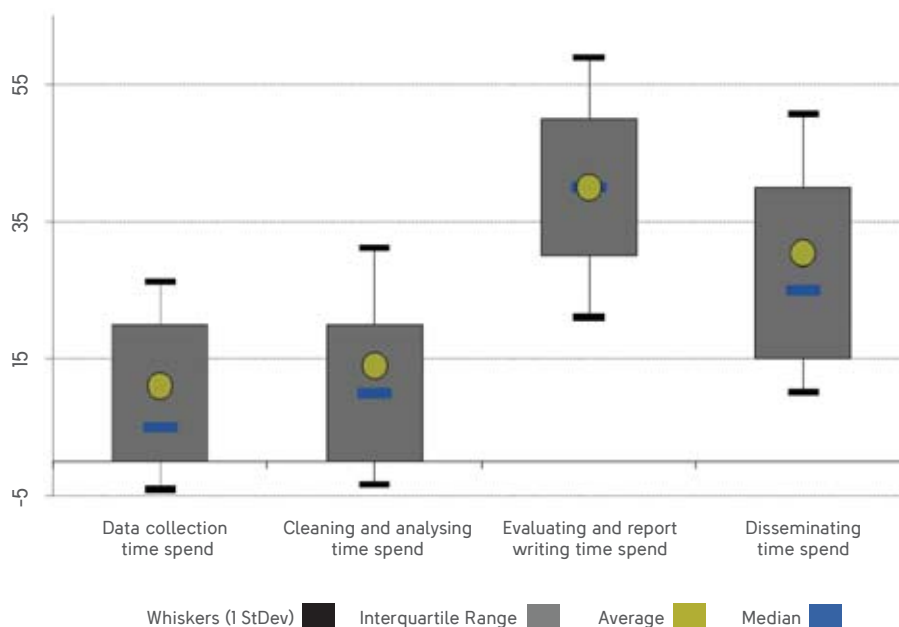
The survey also included questions related to time spend. Time spend was divided into four categories: data collection, data cleaning/analysing, report writing and disseminating information. Participants were requested to write a percentage of how much of their time was spent on each. The results are provided below in Figure 9. As in other questions there is a high degree of variance.

Evaluating results and report writing took the most time followed by disseminating information. Data collection was lowest. Report writing was the only result that was not skewed. Its median and average were equal.

In every category there were specialists. For example, some respondents were spending more than 75% of their time on disseminating information; some respondents exclusively collected data and analysed results. 25% of the respondents didn't spend any of their time on data collection or cleaning and analysing data.

The differences were not explained by controlling for job title, experience, position in the company, or any other profile trait. It is another indication of the immaturity of the roles; people are devoting time to different tasks.

Figure 9 Percentage of time devoted to insight activities

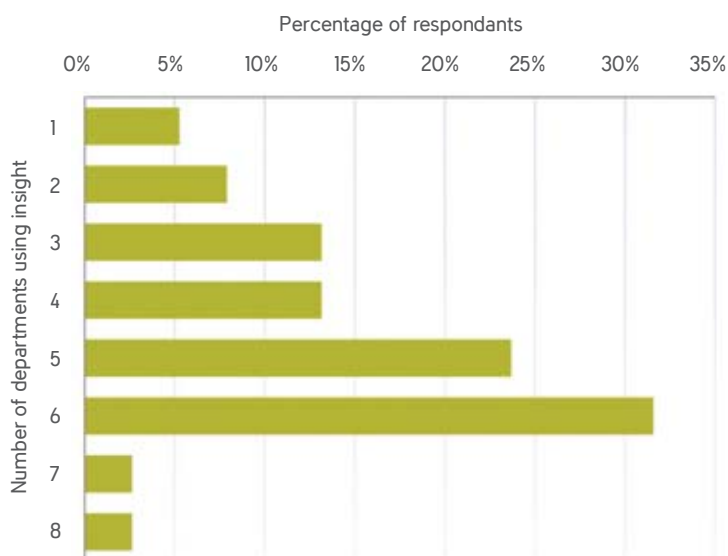


Who consumes the insight produced

Social Media Engagement was found to have a far more positive rate of growth than other options.

In the first section of this report we found that most of the survey participants were in marketing-related departments. The survey also asked questions related to how far insight travels. 50% of the respondents indicated that the insight they produce travels outside of their business. We also find that most of the participants are sharing information across the company. Figure 10 shows the respondent's selections for how many departments consume their insight; it shows that a majority of the participants produce insight for more than four departments.

Figure 10 How many departments consume your insight?



In what was perhaps the most awkward question in the survey, we sought to learn more about which elements of marketing were consuming insight, and whether increasingly or decreasingly so. We also sought to compare these findings with a new area for insight demand: Social Media.

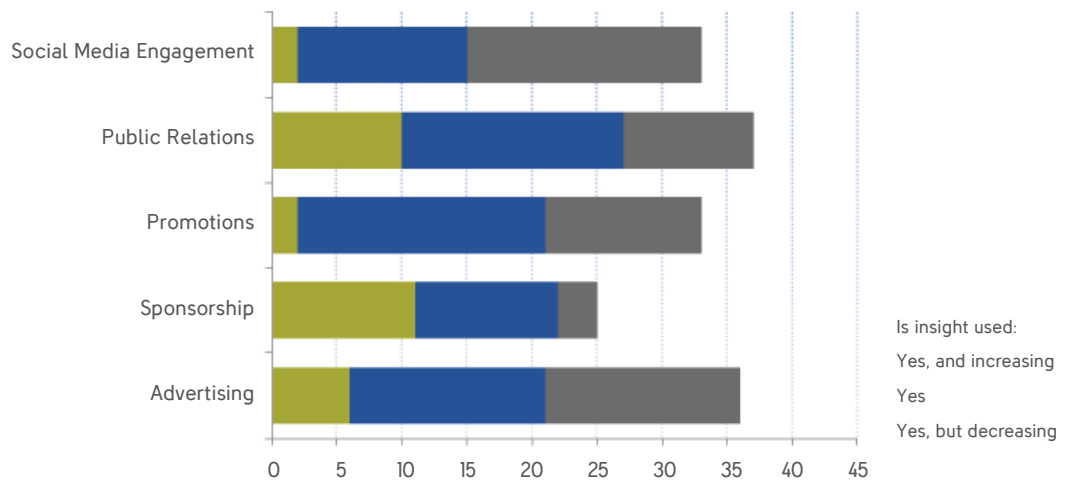
Participants were asked to indicate which of the following marketing activities were currently consuming their insight, and if so, at an increasing or decreasing rate. The listed options included: Advertising, Public Relations, Promotions, Sponsorship and Social Media Engagement. The results are provided below in Figure 11. Overall, those areas that are using the participant's insight are using it at an increasing rate; further evidence to suggest growing demand for this role.

Public Relations are the biggest users of the insight delivered by the respondents of the survey, followed closely by Advertising. Although many respondents use insight in Public Relations, there is no consent regarding its increasing or decreasing usage. It is curious that Public Relations had a higher rate of selection than many of the Advertising related functions. In many large firms Marketing and Public Relations are contained in different departments, yet most respondents were in marketing-related departments.

Sponsorship had the lowest number of respondents indicating use and it also had the highest proportion of decreasing rates.

We also included Social Media within this question. Social Media Engagement was found to have a far more positive rate of growth than the other options. The profile of Social Media adoption differs widely from Public Relations, which is interesting because many may consider this a Public Relations function. The large difference suggests that in many businesses Social Media is treated separately to Public Relations.

Figure 11 Use of insight by organisation areas, count by growth, or decline



An area of interest

Social Media is a topic that many Insight Managers have indicated as an area of high current and future interest; for this reason, we dedicated the final section of the survey to asking about Social Media.

The definition of what Social Media is varied. In the survey we did not define Social Media, but its meaning was anchored by providing example sites that enable creation of end-user content: such as Facebook, YouTube, LinkedIn and Twitter.

Almost half of all respondents disagreed that the use of Social Media was a replacement for insight currently gained from traditional sources.

Discussions with Insight Managers indicated that they are interested in Social Media for a variety of reasons. Firstly most see it as a potential market listening and research tool. For some industries others see it changing the business environment that their business operates within. Thus Social Media needs to be understood fully so that business decisions can be made with an understanding of this new context.

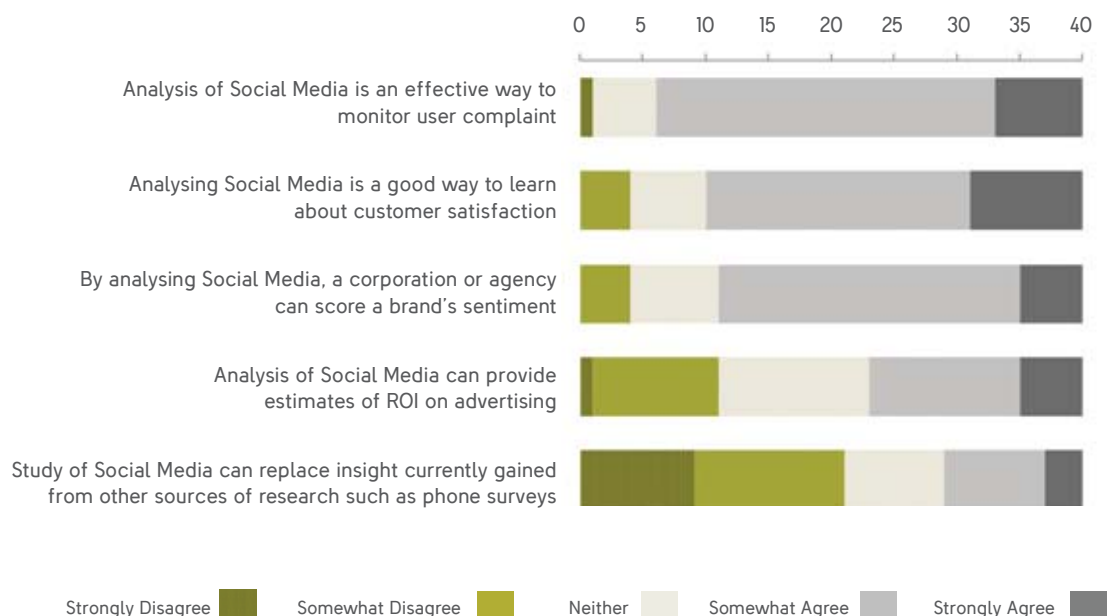
Here we consider two questions on Social Media. The first asks about the use of Social Media as a source of insight. Respondents were to indicate the extent to which they agreed with each of the statements shown in Figure 12 below.

Response to the statements was more positive than negative. The participants were generally in agreement that monitoring Social Media is a good way to learn more about customers and has research potential.

Monitoring for user complaints was seen as the most positive with 85% agreeing, however more people strongly agreed with the comment that Social Media is a good way to learn about customer satisfaction.

Use of Social Media as a replacement for insight currently gained from traditional sources was the most negative, almost half of the respondents disagreed with this. Despite being a provider of a research tool that utilises Social Media as one of its data sources we find agreement with this; although analysis of commentary in the social space has many valuable benefits it cannot fill all research needs. For example unless prompted, people do not discuss some topics - which is why we have conducted a survey of Insight Managers.

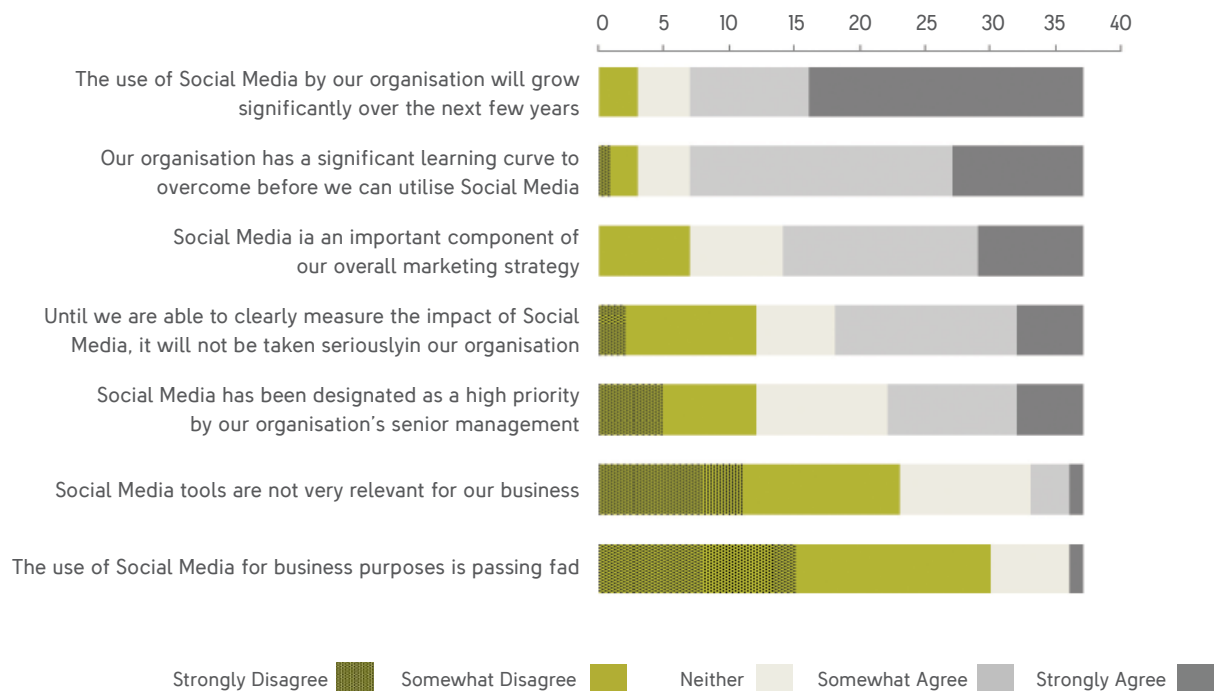
Figure 12 Social Media as a source of insight



A second Social Media question asked participants to indicate the extent to which they agree with a list of statements related to the use of Social Media in their organisation. The statements and findings are presented below in Figure 13.

Most respondents indicated that they felt their business would be using Social Media more in the future. More than half strongly agreed that the use of Social Media by their business would grow, and this is reinforced by only one respondent feeling strongly that Social Media was a passing fad.

Figure 13 The use of Social Media in organisations



The statements used in Figure 13 above are identical to those used in a Harvard Business Review survey¹⁰. The Harvard survey asked representatives from 2,100 companies the listed questions in July 2010. In Figure 14 below, we compare those results to those from our Insight Manager Survey.

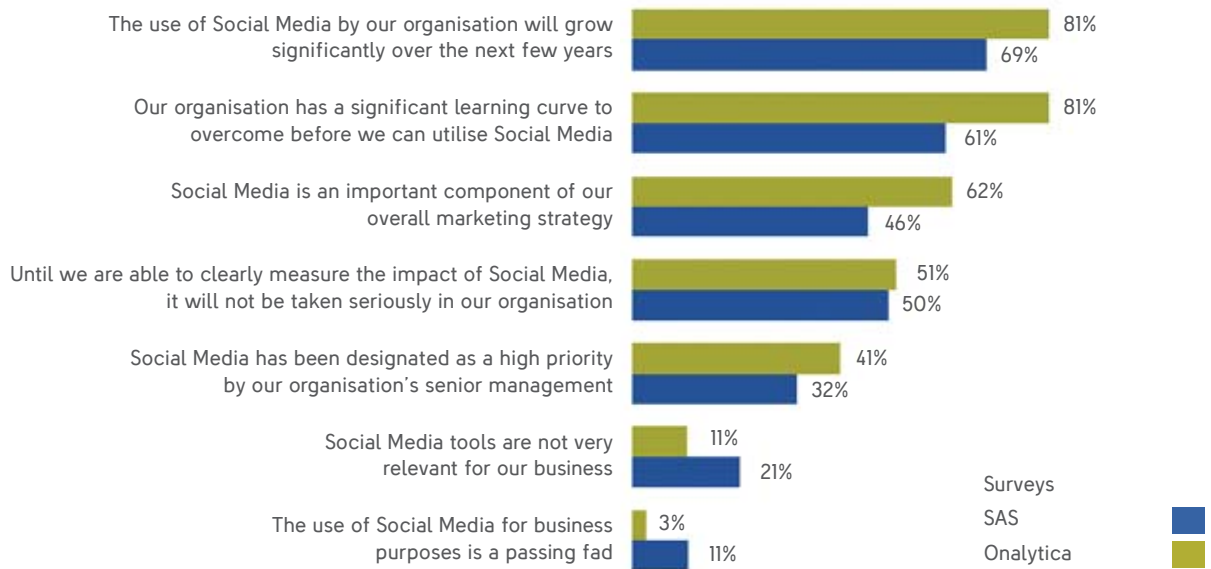
In every question, the participants who took our survey were more bullish towards Social Media, in some cases significantly. (This could be due to the increased interest researchers have in Social Media, or may be possibly due to passage of time).

The rank order of which statements have the most agreement was identical in both surveys except in one instance: in our results more people agreed that Social Media was an important component of their marketing strategy than those that said it would not be taken seriously in their organisation until its impact could be clearly measured. In the Harvard survey, these were reversed.

The interpretation is that for some; despite not being able to clearly measure the impact of Social Media, it is already forming an important part of organisation's marketing strategies.

¹⁰ Harvard Business Review Analytic Services 2010 "The New Conversation: Taking Social Media from Talk to Action" http://www.sas.com/resources/whitepaper/wp_23348.pdf.

Figure 14 Onalytica vs. SAS Harvard Business Review survey on the use of Social Media in organisations



Conclusion

The best gut decision you can make is to do the numbers first

The best gut decision you can make is to do the numbers first. The Insight Managers are producing these numbers, and are seeking to make them readily available in a usable business context on a continuous basis.

At Schlitz Brewery circa 1970 there was no Insight Manager. There was a lack of timely and useful information and most major decisions were made on instinct. Today most major decisions make use of some of the available data, but there is still a Fact Gap to overcome. The main challenges facing most Insight Managers appear to be related to bridging the gap between the available data and decision making.

Through the survey we have found that the Insight Managers have a diverse background and are working across many industries, though typically in larger organisations. The role is not yet well defined, with many Insight Managers performing very different tasks. Demand for Insight Managers and research professionals is growing despite economic stagnation. Many Insight Managers sit in marketing departments, but provide insight across many business areas, most typically those interested in consumer behaviour.

We see the Insight Manager is very active in the pursuit of finding timelier and useful information, this goal of reducing the Fact Gap adds value and avoids the possibility of a Schlitz-type wrong bet. This need for timely insight likely contributes to a high level of attention given to Social Media as a potential real-time market research tool.

Companies making use of better-informed decisions will have a competitive advantage over those relying more on instinct. In future higher levels of informed decision making will be a necessity. Technology is making more data increasingly available, but the data requires professionals such as Insight Managers to turn it into usable insight. We can thus expect to see this role continuing to grow in importance as more firms continue to expand their insight needs.

Appendix 1 – Method

Survey participants were located through searches using ‘Insight Manager’ as a term. Only UK based Insight Managers were asked to participate.

Public profiles on LinkedIn provided many of the contacts that were asked to participate in the survey.

The survey was distributed to approximately 300 Insight Managers. 54 Insight Managers and other research professionals participated in the survey. 85% of the respondents have the title ‘Insight Manager’.

Survey questions were created with the assistance of existing Analytica client contacts through qualitative interviews conducted prior to completion of the online survey.

Appendix 2 – Box plots

The box plot is a way of sharing a lot of information in a compact way.

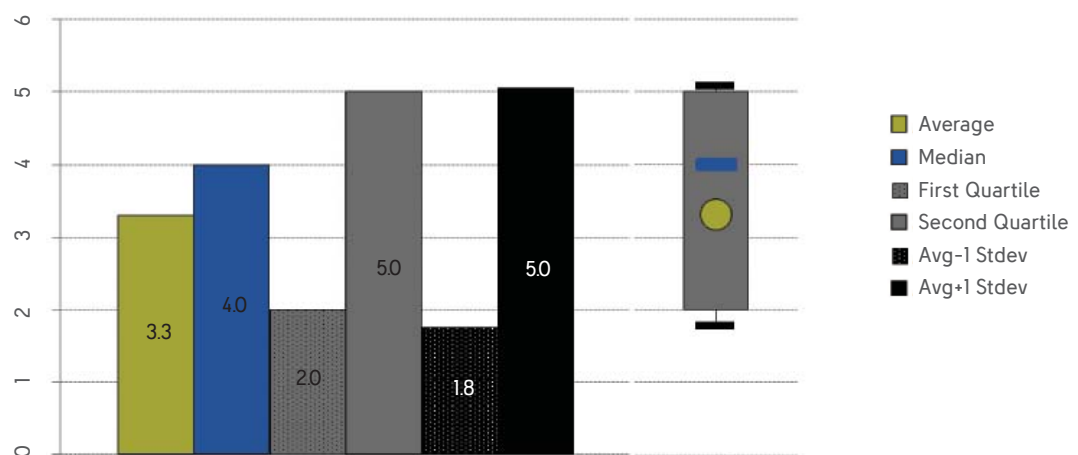
Consider the below example: a result from our survey where 50 respondents were asked to provide a rank between 0-5.

One descriptive statistic might be to consider the average; in this case it is 3.3. The average is represented in the box plot by the green circle.

However this masks a potential skew. One might also want to consider the median; in this case it is 4. So half of the respondents chose 4 or 5, meaning the average is low due to some choosing very low scores, conflicting results. The median is represented by a blue line in the box plot.

Interest in the variance can be explored by considering the interquartile range; this is the range that contains the middle 50% of respondents. In this case the 25 percentile is 2, and the 75 percentile is 5. This means that at least ¼ of the respondents chose 5 (the highest possible rank). The interquartile range is represented by the grey shaded area on the box plot.

Another method for checking variance is to measure the standard deviation, and deduct or add it to the average. The standard deviations from the mean are represented in the black whiskers or tails of the box plot. These whiskers sometimes represent 1, 1.5, or 2 standard deviations (or sometimes a minimum or maximum). Here 1 standard deviation has been used because of the relatively small scales (0 – 5) involved.



A Box Plot

The box plot is a favourite for many analysts for its ability to provide a lot of description in a small visual space, but it is admittedly not necessarily the best choice when seeking senior management buy-in.



About Analytica

Founded in 2004, Analytica offers a range of solutions and services designed to provide organisations with forward-looking insight, enabling users to interpret trends and issues earlier, and make more informed decisions, sooner. Our solutions enable managers and marketing professionals to answer questions they have been asking for years.

To do this, we analyse the millions of voices on the web and provide both private and public sector with insight they can use to action and improve the chances of success in the initiatives they are undertaking. In a world of information overload we can help you access answers to key business questions and save you time and money sifting through reams and reams of meaningless data.

Once uncovered, this critical insight can be used to assist in strategic decision making as it is often an indicator of what is likely to happen in a particular industry. Analytica analysis enable organisations to anticipate trends, movements and issues. Analytica's solutions help clients such as Microsoft, Ford, Weber Shandwick, the COI and O2 answer age old business questions such as; what is our brand perception? How successful was our last campaign? What is the competition doing? Are we set to gain or lose market share?

Our clients are using our solutions throughout the organisation from the Marketing department to the Board Room. Anyone that has an interest in the strategic direction of the company can benefit from employing InfluenceMonitor and Managed Dashboards.

If you are interested in further information about our services, or would like to contact us specifically in relation to this White Paper, please contact Becky Hayward (becky.hayward@analytica.com or +44 (0)207 407 7642).

To join the Analytica Insight Manager's forum, receive invitations to networking events that we run and details of next year's survey contact us now at insight@analytica.com or on 020 7407 7642.