2022 EDITION

GreenBook
REPORTS

GRIT INSIGHTS INDUSTRY BENCHMARKING REPORT

How Do You Compare to Your Peers?

CONTACTS

LEONARD F. MURPHY
Chief Editor & Principal Consultant
(770) 985-4904 lmurphy@greenbook.org

LUKAS POSPICHAL
Managing Director
(212) 849-2753 lpospichal@greenbook.org

GreenBook
THE FUTURE OF INSIGHTS

GREENBOOK
New York AMA Communication Services Inc.
234 5th Avenue
New York, NY 10001

If you would like to provide feedback on any aspect of this field guide, please send it to: fieldguide@greenbook.org

GRIT INSIGHTS INDUSTRY BENCHMARKING REPORT

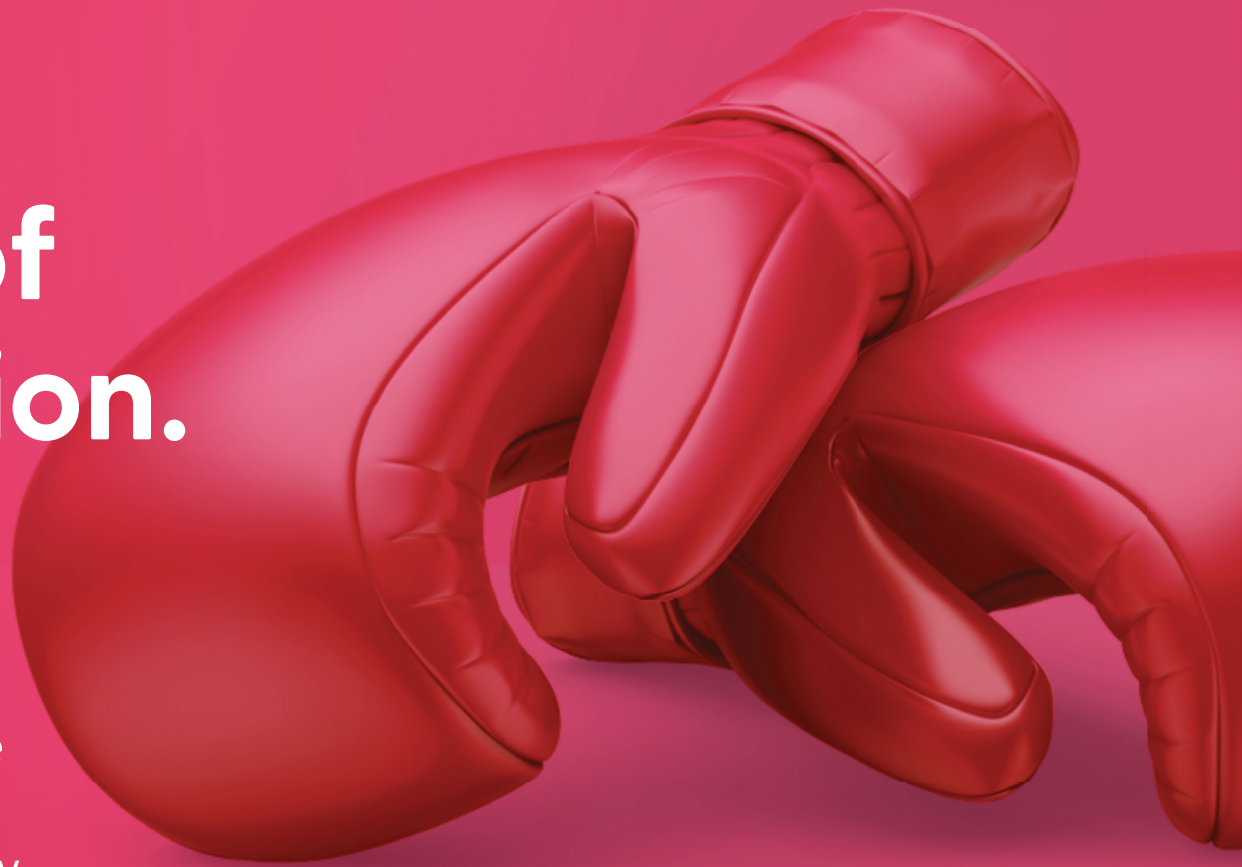
How Do You Compare to Your Peers?

CONTENTS

toluna

Your industry is evolving.

Stay ahead of the competition.



Transform your approach to insights with Toluna Start, the world's first end-to-end, real-time consumer intelligence platform. Smarter, faster decisions are a few insights away.

Start knowing at **tolunacorporate.com**.

GRIT INSIGHTS INDUSTRY BENCHMARKING REPORT

How Do You Compare to Your Peers?

INTRODUCTION

Welcome to the inaugural edition of GRIT Insights Industry Benchmarking Report, your critical resource for evaluating your organizational perspectives and practices relative to your industry peers. We've been working for years to develop these benchmark measures in order to create a tool to allow insights organizations to optimize along several key dimensions, leading to maximum impact and effectiveness in the creation and application of insights.

This report covers crucial topics including:

- Best practices to maximize the business impact of your insights and research
- Which functional areas are primary audiences for insights and research
- Common strategies to prioritize investment in technology, automation, and innovation

Based on data collected from thousands of completed interviews from insights and analytics professionals for the GRIT Business & Innovation and Insights Practice reports, this report profiles the practices of companies like yours with detail you can only get from the world's leading authority on the global insights and analytics industry.

Importantly, this reference guide covers both the buyer and supplier sides of the industry because you may glean practical insights from both perspectives. For ease of reference these two segments are addressed separately within the report.

BACKGROUND & PURPOSE

Utilizing data representing the experience and perspectives of thousands of insights professionals from around the world across multiple waves of GRIT, we have built our benchmarking model to measure and track the important strategies and practices that drive the industry. After several years of measuring and reporting our benchmark metrics, we know we have developed a tool that will help you make decisions about what to modify, continue, start, or stop in this dynamic and competitive market.

HOW TO USE THIS BUYER BENCHMARKING REPORT

This report profiles three segments among insights buyers stratified by size of insights staff or number of insights professionals. Select the segment that most closely describes your situation and use its profile to see how you compare to your peers in the insights industry and how your segment compares to the rest of the industry. Alternatively, you can also look at the total responses across segments to make comparisons. We provide some advice, but, ultimately, you have to decide on each issue whether it is better to be in step with your peers or march to the beat of a different drum.

At a macro level, GRIT segments the industry into insights "buyers" and insights "suppliers," although we know the world is much messier than that. A "buyer" is someone on the "client-side" who is employed by a "brand" – in other words, a company whose raison d'etre is something other than selling insights-related tools, platforms, consulting or research services to someone else. A "supplier" is a company that exists by selling those things.

Throughout the guide, we break down buyers according to the size of their insights department or number of insights professionals at their organization, if they don't think of them as a group. We compare three segments: buyers with fewer than 5 insights professionals on staff, those with 5 to 9 professionals, and those with 10 or more.

Buyer Segments	Size of Insights Function	› Fewer than 5 insights professionals › 5 to 9 insights professionals › 10 or more insights professionals

We acknowledge that these segments are generalized and based on simplistic assumptions. As you skim or read through this guide, you may interpret them differently than we have or even hypothesize a different way of grouping insights professionals altogether. If you do that, then we've done our job.

We can't tell you everything you need to do in light of these benchmark findings because, for one thing, we've never talked to you specifically about your business. The best we can do is to give you a structured way to look at yourself in the context of your peers and inspire in you a fresh perspective with new insights and hypotheses. Throughout this guide, we offer a wealth of detail accompanied by summaries of the key implications. Whether you skim the implications or study the detail, we hope the result is the same: that you feel more stimulated and empowered to take control of your insights.

BUYER EXECUTIVE SUMMARY

STAFF SIZE AND COMPANY SIZE Although insights staffs of any size share certain behaviors and attitudes with each other, larger insights staffs (10 or more professionals) differ from smaller ones (5 to 9 professionals, fewer than 5 professionals) in some important ways. Although the size of the insights staff is related to the overall company size, it is not a perfectly linear relationship; it's more likely that the largest companies will have the largest staffs than it is that the smallest ones will have the smallest. The relationships are more linear between annual research budget and staff size and overall research project volume and staff size. Higher investment in the insights function is enabled by having a larger organization, but it is driven by the perceived need for and value of insights to the business, and so there is not a strict formula that can determine the insights staff size.

INSIGHTS STAFF ROLES Buyers are similar across staff size categories with regard to how they perceive their roles (e.g, internal consultants versus data analysts) and which aspects of the business they impact (e.g., advertising research or competitive intelligence), but different with regard to which ones they lead or to which they contribute. Insights staff of 10 or more lead or contribute to the same areas as their smaller counterparts, except they are more likely to contribute to Big Data analytics, Data Science, and web analytics.

IN-HOUSE VERSUS OUTSOURCE Growing the insights staff doesn't necessarily lead to taking more work in-house from suppliers as the largest insights staffs use more types of suppliers more frequently than their smaller counterparts. Instead, they leverage suppliers to limit the amount of time they spend on analysis and developing reports so they can spend more time presenting results and consulting on business implications. Their higher use of data and analytics services specialists may imply an "a la carte" approach versus buying everything from a full service supplier's "set menu", but it doesn't seem to cause them to use full service research suppliers less frequently.

SKILL PRIORITIES The top three areas for staff development are the same across insights staff size categories: business knowledge, people skills, and innovative focus (which is virtually tied with analytical expertise among those with 5 to 9 staff). Although the rank order for skill priority is very similar across categories, three areas are priorities for the majority of the largest insights staffs but not for a majority of the others: innovative focus, analytical expertise, and market research expertise. They seem to outsource more work and they deal with more internal functional areas than smaller staffs, so they may need to develop this expertise because they hired staff for their business knowledge and people skills, but they need to add these kinds of expertise in order to better manage suppliers and internal constituents.

BUYER EXECUTIVE SUMMARY

COLLABORATION ACROSS FUNCTIONS Across staff size categories, active collaboration with other functions is similar, with most of it occurring between the insights group and marketing. As insights staff increases, however, collaboration with analytics becomes more frequent. Considering end users for insights, buyers are similar across insights staff sizes as most at least share deliverables across marketing, the insights group, product management, and the executive team. Within the largest staffs, it is significantly more common to share deliverables with analytics, R&D, and procurement/compliance. With respect to selecting methodologies and partners, the key decision-maker is usually the insights group regardless of staff size. Influencers, however, vary. Most of the smaller staffs are influenced by an executive team in addition to marketing and the insights group, the latter two functions being cornerstones of influence for all sizes. Within staff sizes of 10 or more, most say the analytics team is a key decision influencer.

PERFORMANCE Performance of projects relative to their stated objectives is the same across insights staff sizes, as is overall satisfaction with suppliers. However, the largest staff sizes are more likely to have exceeded their overall performance objectives even though they experienced the same level of project and supplier performance as the others, and they are more optimistic about their company. The larger staffs seem to benefit from their wider collaboration (internally and externally), diversity of skill sets, and ability to focus on the business outcomes instead of getting bogged down by analysis and report development.

PROJECT SUCCESS FACTORS Regardless of insights staff size category, the priorities for project success focus on impactful results and effective communication: providing results executives can act on, making impactful recommendations, aligning the work with business objectives, effective storytelling, and involving key stakeholders directly. Larger staffs of 5 or more also prioritize working with partners and suppliers who understand their business whereas those with fewer than 5 staff prioritize generating measurable ROI and, directionally, are more concerned with value for cost and reducing cost than the larger staffs.

BEST PRACTICES Their most frequent best practices support these priorities. In each category, most say that future growth strategy, aligning research initiatives with stakeholder objectives, interacting regularly with senior stakeholders, using multiple data sources, and involvement in strategic planning at the business unit level are top-of-mind activities. Staffs of 10 or more are more likely than smaller staffs to also explore new ways of doing things, give access to dashboards and visualization tools, and prioritize building socially diverse teams.

TECHNOLOGY INVESTMENTS Each insights staff size category makes investments in technology, but they focus in different areas. Those with fewer than 5 staff are more likely to prioritize investment in DIY solutions while those with 10 or more prioritize analytics and new data types. Those with 5 to 9 staff are somewhere in between; they look like they are transitioning from a smaller group to a larger department.

BUYER EXECUTIVE SUMMARY

AUTOMATION Each insights staff size category expect multiple benefits from automation; most in each category expect to complete projects and initiatives faster, do more with less, gain a competitive advantage, and access new tools. Those with 10 or more staff also expect it to help them transform work processes. Key processes to automate across categories include various kinds of analyses, and charting and infographics is the key task that automation is expected to improve. Although the relative ordering of processes and tasks to automate is similar across categories, the largest staff size category is the most enthusiastic.

INNOVATION Among those who prioritize innovative focus as a skill to develop, most support innovation by dedicating staff to it and collaborating with business experts. Most of those with 10 or more staff also allocate portions of project budgets to innovation, and they are more likely than smaller staffs to maintain a separate and dedicated budget, have a formal and documented program, quickly adopt tools, and collaborate with academic experts. Previous GRIT reports have established the relationship between having a dedicated budget and innovation success as well as the need to document the program as a foundation for establishing a dedicated budget. The largest insights staffs tend to follow these practices, so we expect them to have greater success with insights, and we know they are more likely to have exceeded their overall insights goals; perhaps there is a connection.

This summary is only to give you a brief overview of key learning; we encourage you to dive deeper into the detailed findings to get full value from this report.

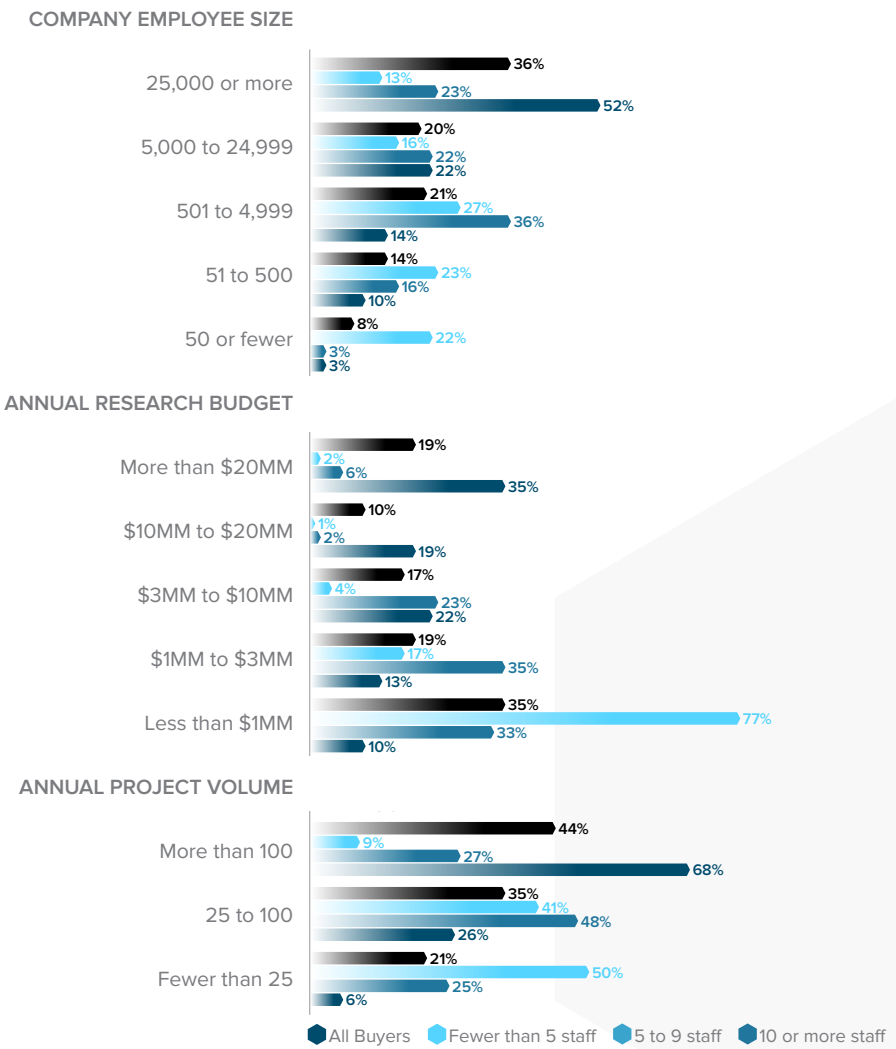
While the relationship between company size and insights staff size is intuitive, it is not strictly linear; it's more likely that the largest companies will have the largest staffs than that the smallest companies will have the smallest.

- Most insights staff of 10 or more are at companies with 25,000 employees or more, and nearly three-fourths are at companies with at least 5,000 employees.
- However, smaller staffs of fewer than 5 are less concentrated among smaller companies, and similar proportions of smaller, medium, and larger insights staff exist at companies of 5,000 to 24,999 employees.
- The relationship between staff size and annual research project budget is much more direct even though budget figures do not include expenses for staff. Median budgets: less than $1MM for fewer than 5 staff; $1MM to $3MM for 5 to 9 staff; and $10MM to $20MM for 10 or more staff.
- Overall research project volume also has a more direct relationship to insights staff size. Median volumes: fewer than 25 projects for fewer than 5 staff; 25 to 100 for 5 to 9 staff; and more than 100 for staff of more than 10.

KEY IMPLICATIONS:

- Although larger companies are generally able to spend more resources on insights – staff and dollars - their investments are driven by their need and value for insights, not just by company size.
- In each GRIT report, many buyers tell us that their budgets grew because management valued their work or that they will address budget reductions by better promoting the value of what they do. Consider this if you feel that your staff, budget or project volume are lower than they should be.

BUYER SIZE CHARACTERISTICS

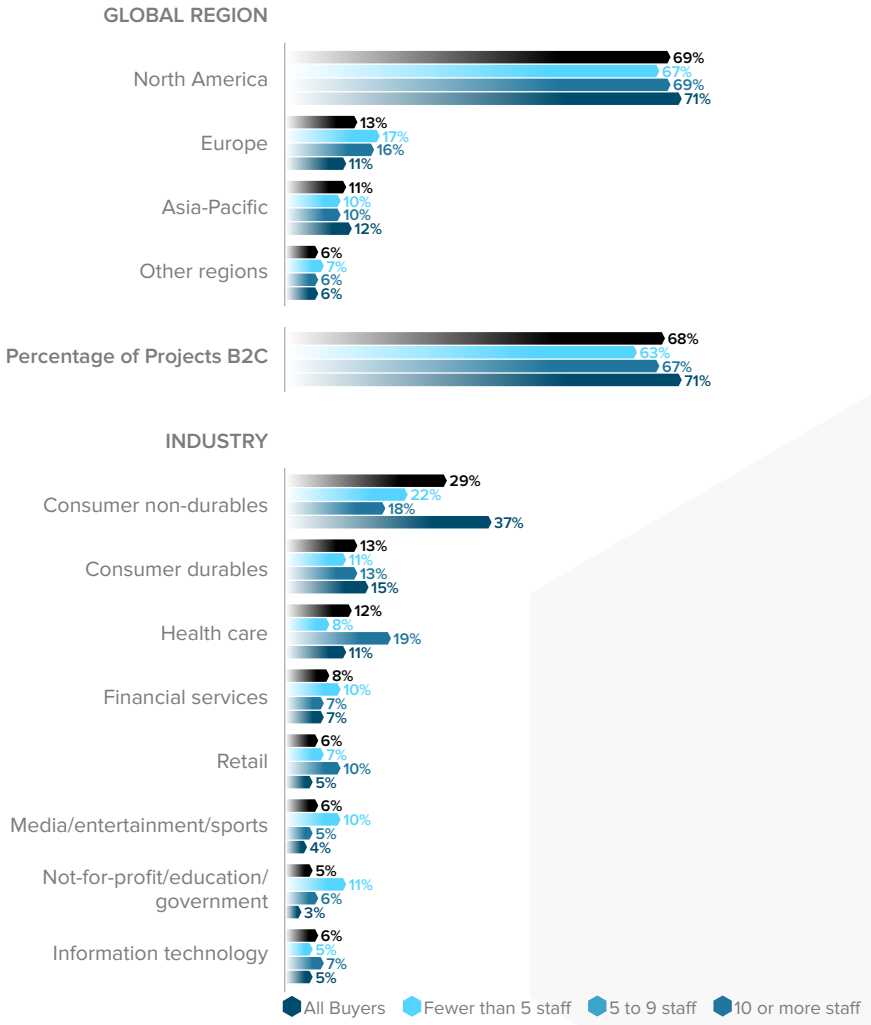


In general, the largest insights staffs are more acutely focused on B2C (consumer) insights than on B2B (business) insights, although the majority work in each size category is consumer-focused.

- Compared to buyers with 5 to 9 insights staff, those with 10 or more are twice as likely to name consumer non-durables as their main industry, and they have the highest percentage of B2C work.
- In the middle category, health care is more prominent than in others, and, in the smallest category, not-for-profit/education/government is more prominent.
- There are no differences across categories by global region.

Top Industries by Size of Insights Staff	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Consumer non-durables	1	1	2	1
Consumer durables	2	2	3	2
Health care	3	6	1	3
Financial services	4	4	6	4
Retail	5	7	4	6
Media/entertainment/sports	6	5	8	8
Not-for-profit/education/government	8	3	7	9
Information technology	7	8	5	5

REGIONS AND INDUSTRIES



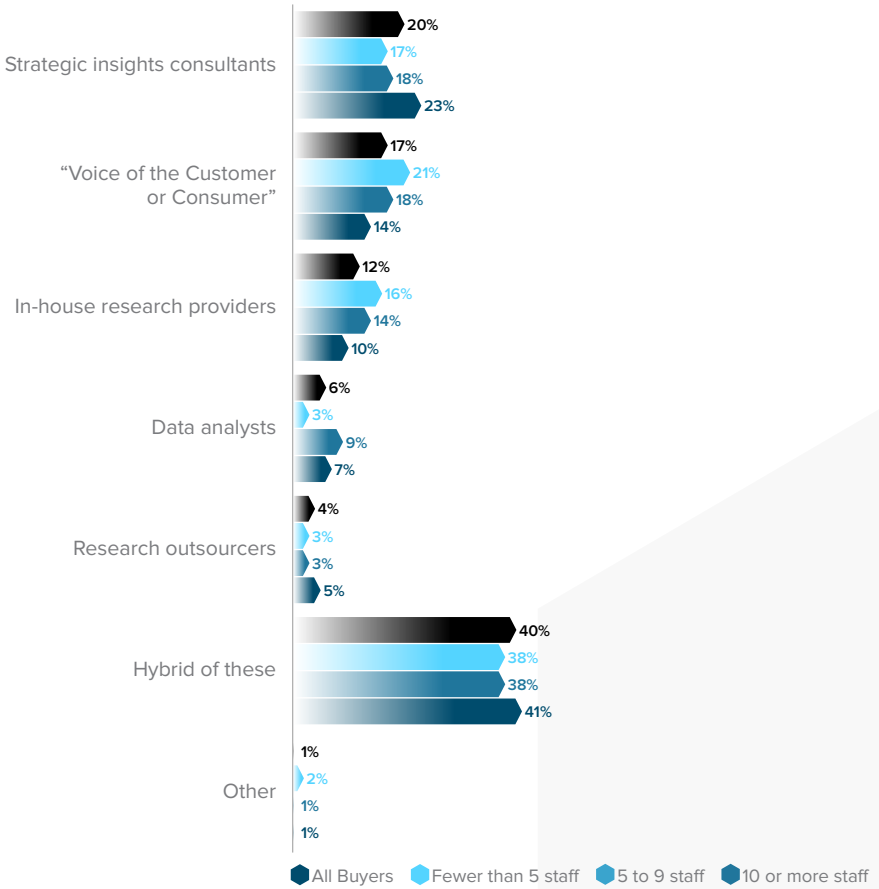
KEY IMPLICATIONS:

- Insights staff size is related to industry and consumer-focus, but not completely driven by them.
- The strongest relationship is that the largest staffs tend to be in consumer non-durables, but each size category has representation across industries. Again, insights staff size is driven by more than sheer company size or industry; it is also strongly driven by each company's preferences and strategies.

Despite differences in size, insights staffs have similar distributions of primary roles, led by "hybrid of roles," followed by strategic consulting and VoC.

- Across size categories, the most common "primary" role is "hybrid of functions."
- Directionally, the larger staffs are more likely to claim a primary role of strategic insights consulting while the smaller ones are more likely to say "Voice of the Customer or Consumer."

HOW THEY DEFINE THEIR PRIMARY INSIGHTS ROLE



KEY IMPLICATIONS:

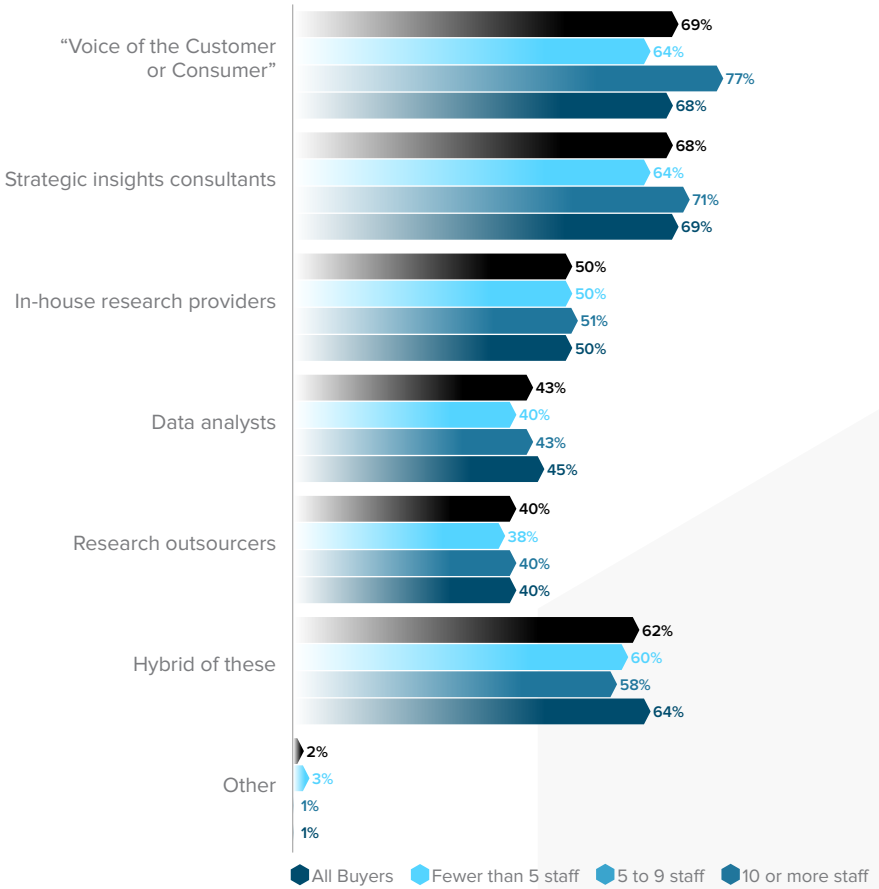
- The GreenBook Buyer Segmentation Model suggests that knowing how the organization self-identifies its mission helps understand how it organizes to pursue its mission.
- Although "hybrid" is the most popular designation across size categories, it likely has different meanings for each. Larger insights staffs may have fully integrated multiple roles across their teams while members of smaller ones may need to wear many hats out of necessity.

Across insights staff size categories, the distribution of roles is similar, suggesting that organizations in general need the same kinds of activities from their insights teams regardless of their size and that the staff size differences are more related to how frequently these are executed.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Average No. of Roles	3.3	3.2	3.4	3.4

- Including "hybrid," insights departments take on at least three roles, on average, regardless of their size.
- At least half of buyers in each category define their roles as including:
  - Hybrid
  - Strategic insights consultants
  - In-house research provider
  - "Voice of the Customer or Consumer"

HOW THEY DEFINE THEIR INSIGHTS ROLES



KEY IMPLICATIONS:

- Often, insights teams have multiple roles, and the types of roles seem to be constant regardless of the size of the team.
- Insights leaders need to consider how to structure their teams and processes to properly scale the team's bandwidth to meet the needs of their organization. This benchmarking report will provide guidance on this issue.

There is little consensus within and across insights staff size categories with respect to areas on which they have the most impact, and this likely speaks to the diversity of needs and expectations across buyers.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Areas where "most direct impact" is at least 30% of buyers	1	0	4	1

- With respect to areas in which they have the most impact, advertising or media is the most common, although only one-third of buyers agree.
- Brand positioning and early stage product development have the next most frequent mentions, overall.
- Directionally, mid-sized staff are more likely to have stronger impact on brand positioning and attitudes and opinions than either of the two extremes.

Top 3 Areas Most Directly Impacted	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Advertising or media	1	1	2	1
Brand positioning	2	4	1	2
Early stage product or service development	3	2	3	4
Attitudes and opinions	4	7	3	5
Customer satisfaction or loyalty	4	5	5	7
Later stage product or service development	6	2	7	7
Brand tracking	7	8	6	2

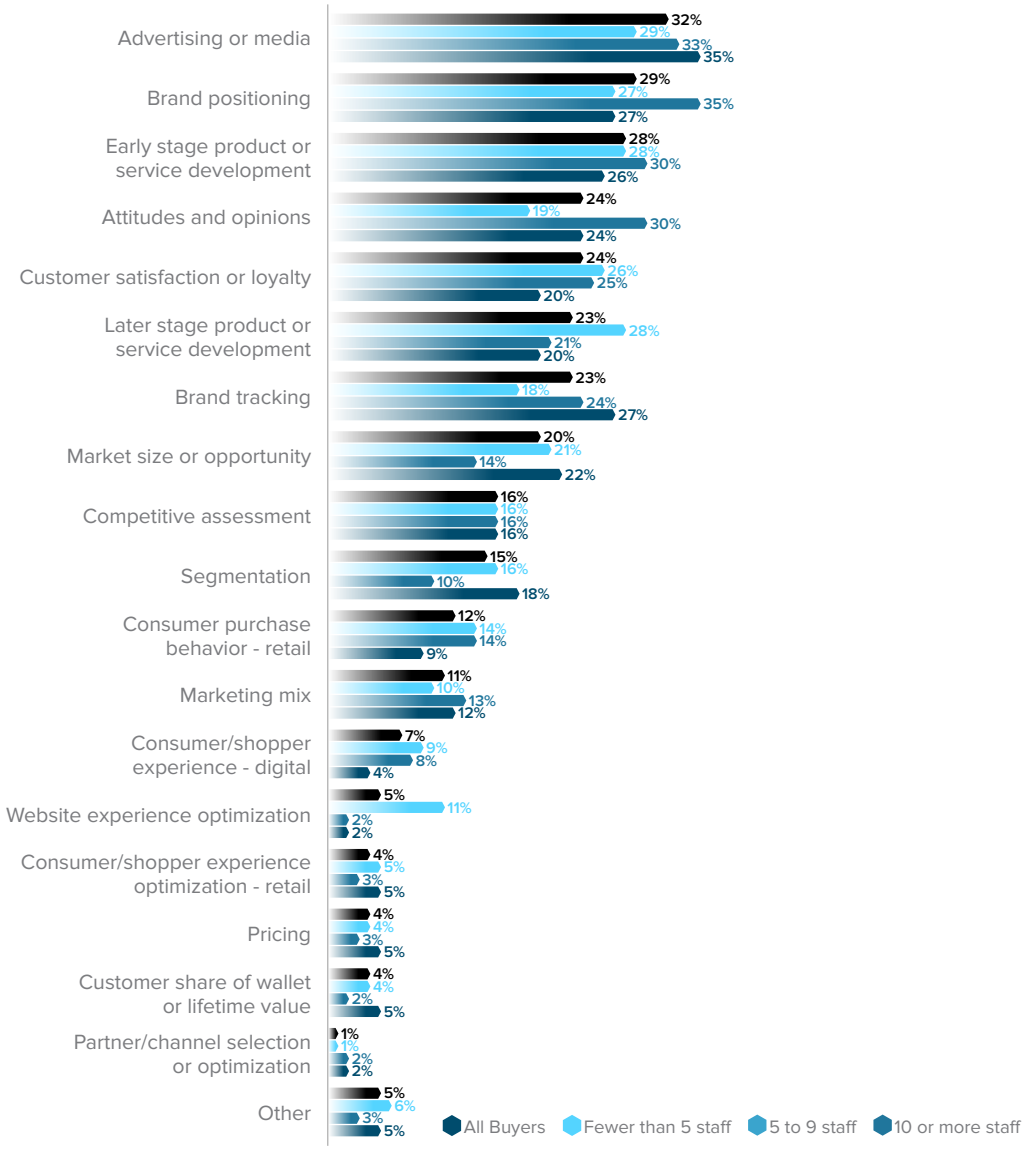
KEY IMPLICATIONS:

- Intuitively, the areas that insights teams most directly impact are determined by their organization's needs and preferences, and these do not determine the size of the teams.
- At least directionally, the size categories in which some areas reach their peak may suggest something about the size or maturity of the overall organization. For example, brand positioning appears to peak in the mid-size group, and this could be due to it having less significance for the smallest size category and more competition for attention in the largest category. It may be slightly less important for the smallest size category than for the mid-sized group, but just as important for the largest size category even though the frequency of mentions for "most direct impact" are similar across the two.

See next page for detailed chart ›

There is little consensus within and across insights staff size categories with respect to areas on which they have the most impact, and this likely speaks to the diversity of needs and expectations across buyers.

AREAS MOST DIRECTLY IMPACTED (UP TO 3)



Regardless of staff size, insights functions directly impact at least eight areas, on average.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Avg. No. Directly Impacted	8.6	8.4	8.7	8.7

- In each segment, half or most buyers in each size category directly impact:
  - Attitudes and opinions
  - Brand positioning
  - Brand tracking
  - Segmentation
  - Advertising or media
  - Market size or opportunity
  - Early stage product or service development
  - Competitive assessment
  - Customer satisfaction or loyalty
  - Later stage product or service development
- Directionally, those with a staff size of 5 to 9 are more likely to directly impact customer satisfaction/loyalty and less likely to directly impact market size or opportunity and competitive assessment.

Top 5 Areas Directly Impacted	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Attitudes and opinions	1	1	1	2
Brand positioning	2	2	2	1
Brand tracking	3	3	4	7
Segmentation	4	7	5	3
Advertising or media	5	8	6	4
Market size or opportunity	6	4	10	5
Early stage product or service development	6	6	7	7
Competitive assessment	8	5	8	6
Customer satisfaction or loyalty	9	9	3	10

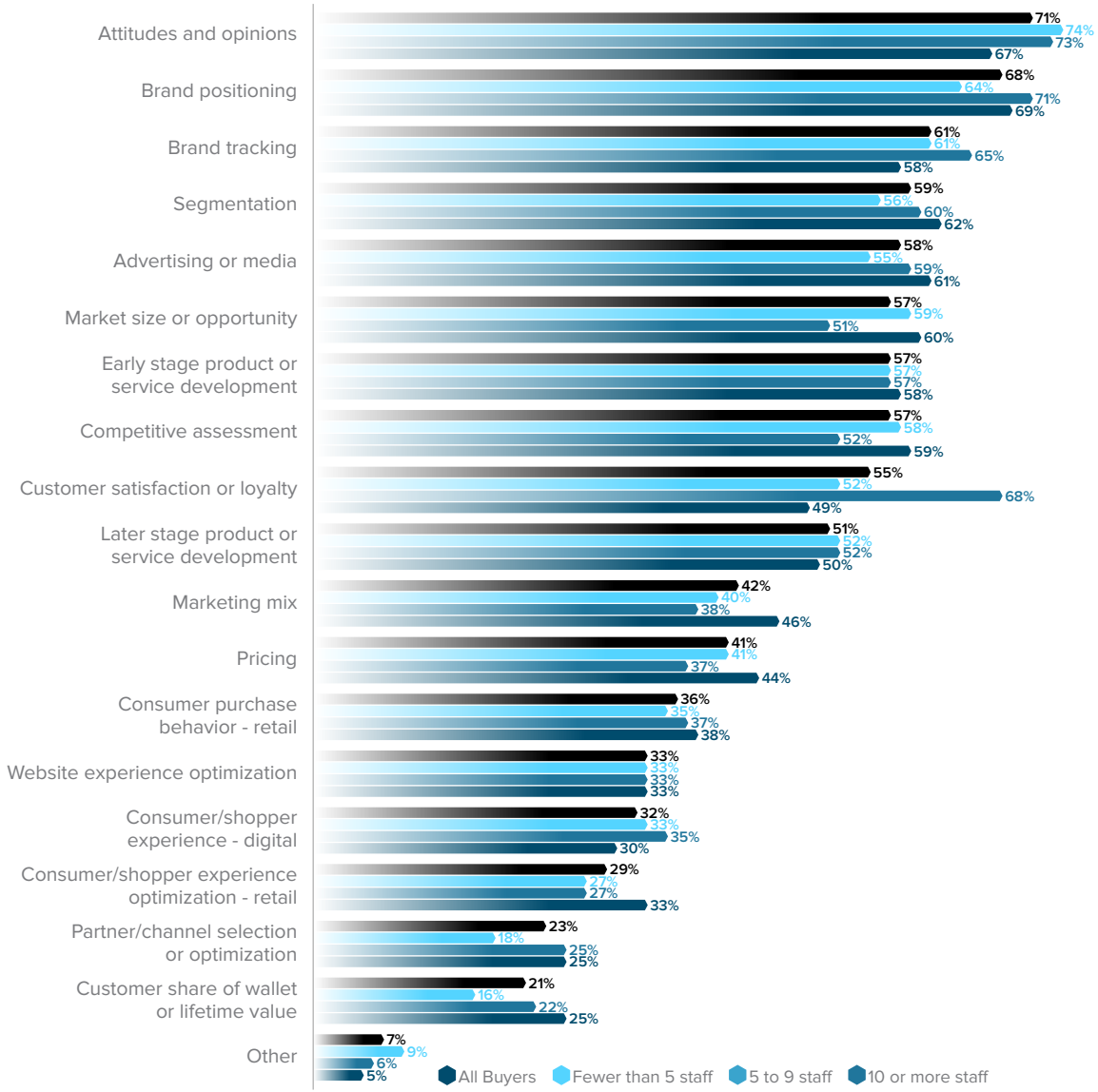
KEY IMPLICATION:

› Again, regardless of their size, insights groups need to be able to answer for a variety of needs. Requirements will vary by organization as will capabilities by size of staff. Benchmarking is an important tool when scaling the resources to the requirements.

See next page for detailed chart ›

Regardless of staff size, insights functions directly impact at least eight areas, on average.

AREAS DIRECTLY IMPACTED BY INSIGHTS WORK



Although the areas led by insights functions are stable across staff size categories, larger staffs lead more of them.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Avg. No. Led	3.1	2.7	2.8	3.5

- On average, the insights function leads at least two areas regardless of size, and staffs of 10 or more lead at least three.
- As one would expect, most lead consumer market insights, although nearly one-third do not.
- The next most frequently led areas are advertising research, shopper research, and customer experience.
- Although only 22% lead it, those with staffs of 10 or more are likely to lead Big Data analytics.
- Directionally, larger staff size is more strongly related to leading:
  - Customer experience
  - Competitive intelligence
  - Data Science
  - Product development
  - Big Data Analytics
  - Brand management
  - Web analytics

Top 5 Areas Led	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Consumer market insights	1	1	1	1
Advertising research	2	2	2	2
Shopper research	3	3	3	4
Customer experience	4	4	4	3
Competitive intelligence	5	5	5	5
Business intelligence	6	5	6	6

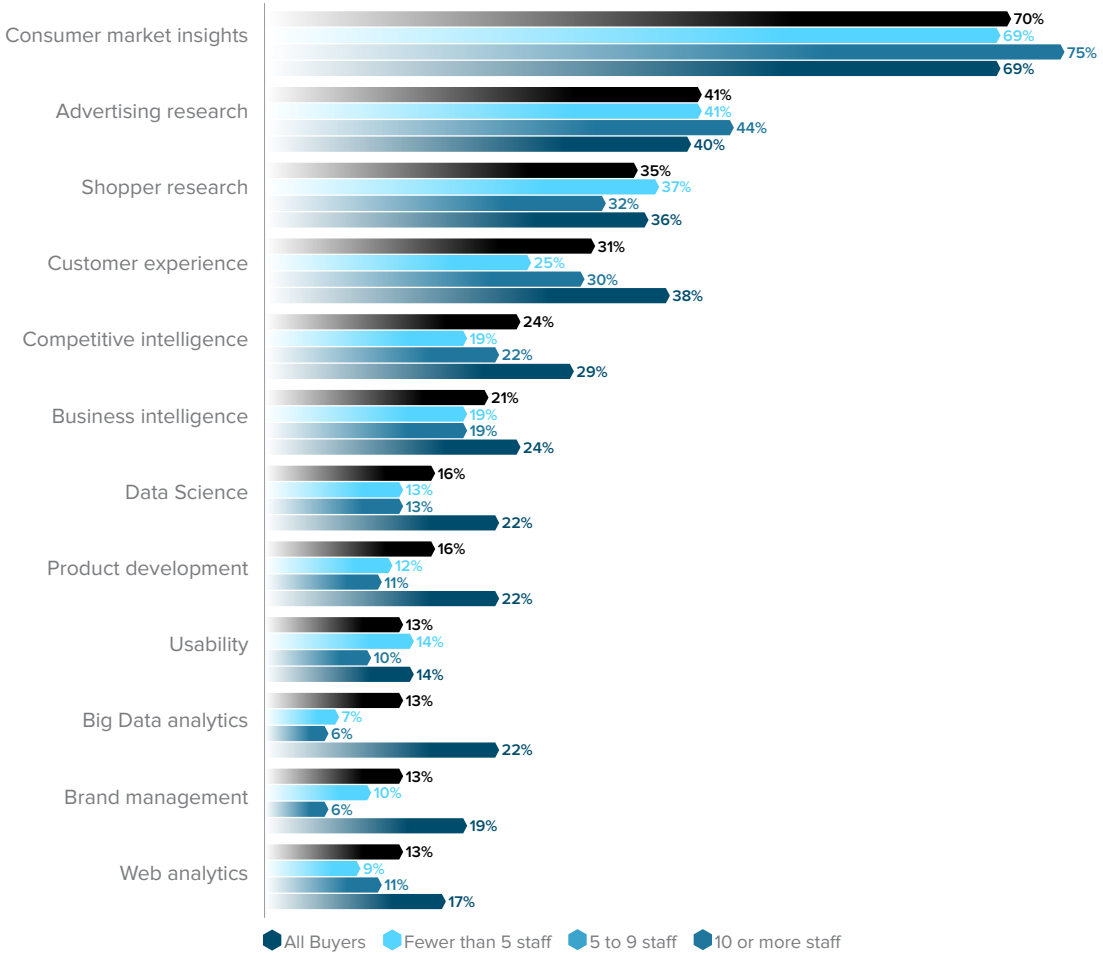
KEY IMPLICATIONS:

- Insights staff of fewer than 10 lead consumer market insights plus one or sometimes two other areas, most likely advertising research.
- Demands are higher on staff sizes of 10 or more, where they lead two or more areas in addition to consumer market insights. Most common are advertising research, customer experience, and shopper research, but there is a lot of diversity within this category.
- While the areas led are fairly consistent across the smaller size categories, there isn't a consistent benchmark for larger sized staffs.

See next page for detailed chart ›

Although the areas led by insights functions are stable across staff size categories, larger staffs lead more of them.

AREAS LED BY INSIGHTS FUNCTION



Insights staffs lead or contribute to many areas, but the larger ones are much more likely to be involved in Data Science and Big Data analytics.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Avg. No. Led or Contribute	9.2	8.8	8.9	9.7

- Insight staffs of any size, on average, lead or contribute to at least eight different areas, and the largest staffs contribute to nearly ten.
- In each size category, at least 80% lead or contribute to:
  - Consumer market insights
  - Competitive intelligence
  - Customer experience
  - Product development
  - Brand management
- Staffs of 10 or more are much more likely to contribute to Data Science and Big Data analytics.

Top 5 Led/Contribute	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Consumer market insights	1	1	1	1
Competitive intelligence	2	2	3	3
Customer experience	3	2	3	5
Product development	3	4	2	2
Brand management	5	5	3	5
Business intelligence	6	6	6	3

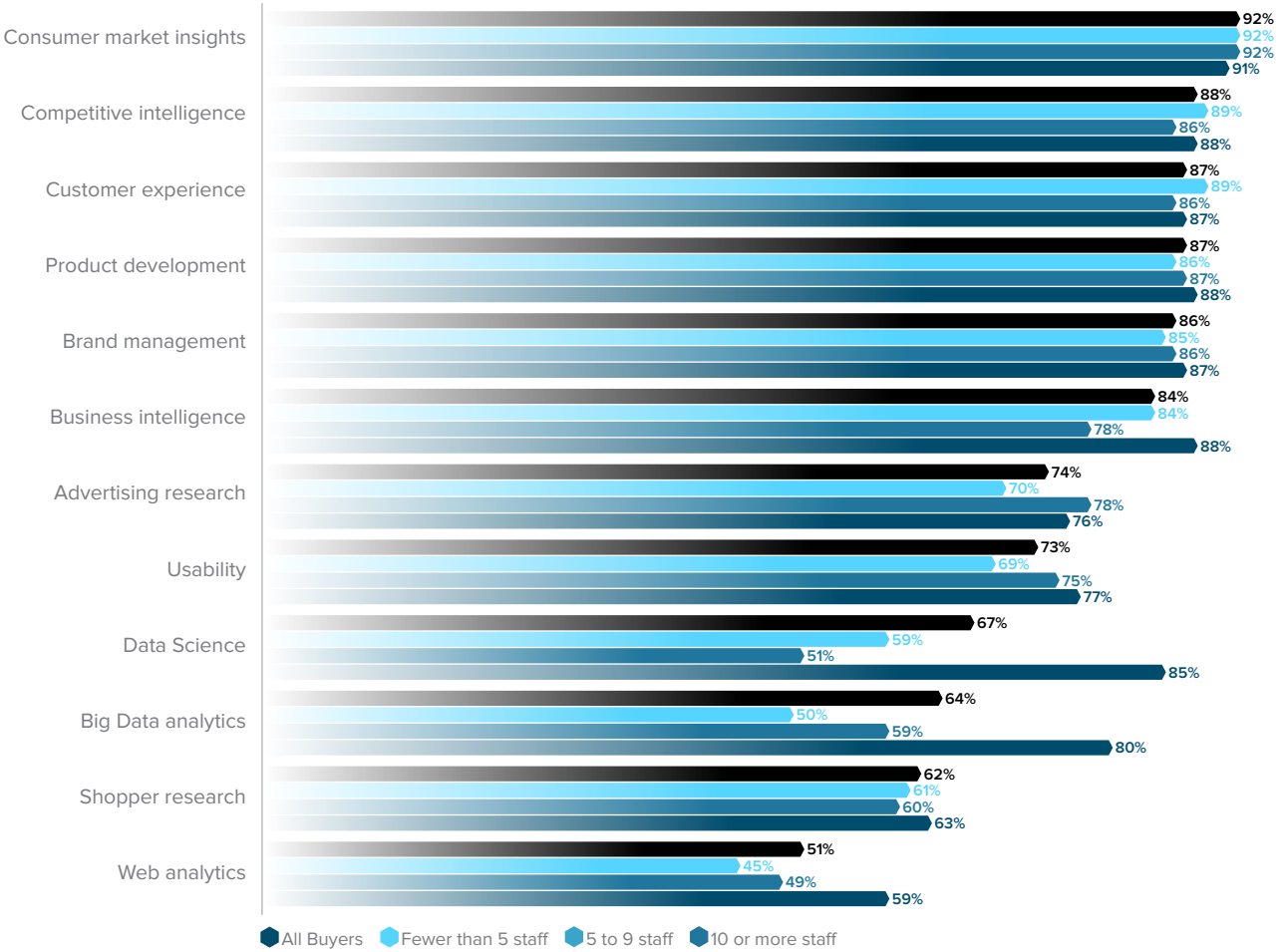
KEY IMPLICATIONS:

- Insights groups of all sizes are expected to lead or contribute to many areas in addition to consumer market insights, and these additional areas commonly include competitive intelligence, customer experience, product development, and brand management.
- On average, there are typically three additional areas of involvement beyond those five, and these vary by organization, with web analytics being least common.
- If you have a large insights staff, you will be expected to contribute to even more areas, and Data Science and Big Data analytics are likely to be among them.

See next page for detailed chart ›

Insights staffs lead or contribute to many areas, but the larger ones are much more likely to be involved in Data Science and Big Data analytics.

AREAS INVOLVING TARGET SEGMENT (LEAD IT OR CONTRIBUTE)



Larger insights staffs use more different types of suppliers regularly, suggesting that the main objective of staff growth is to manage research volume and topic diversity rather than to take more functions in-house.

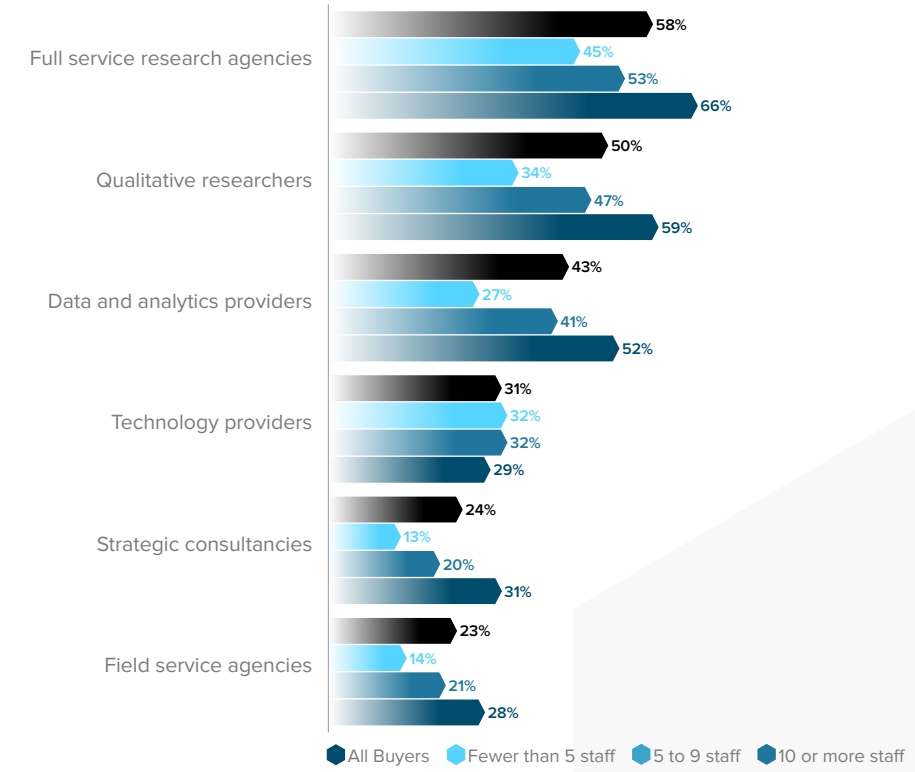
	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Avg. No. Types Work w/Regularly	2.3	1.6	2.1	2.6

- Insights groups of all sizes work with at least one type of supplier on a regular basis, and larger staffs work with at least two types, on average.
- Among staffs of 5 to 9, most work with full service research suppliers regularly and nearly half work regularly with qualitative researchers.
- Staffs of 10 or more are more likely to regularly work with all types of suppliers except technology providers. Most of them regularly engage full service research suppliers, qualitative researchers, and data and analytics providers.

KEY IMPLICATIONS:

- Growing your insights staff doesn't necessarily lead to taking more work in-house as the largest staffs use more types of suppliers than the smaller ones use. These groups contribute to a larger number of areas internally and have more diverse support needs. Growth in staff is strongly driven by the need to manage more research projects and more diverse types of projects, not solely by a need to bring more work in-house.
- Regular use of technology providers does not vary across staff size categories. The need for technology or automation may not be driven as much by the sheer volume of work as by the volume relative to capacity, and smaller groups may be just as pressured as larger ones. As long as the cost is affordable, use of technology providers doesn't necessarily depend on volume alone.
- Also, the idea of "regular use" may be different for technology providers than for other types. For example, if you license a platform for your own use, you might consider that to lead to regular use of the platform, but you might consider your use of the provider to be a one-time experience.

SUPPLIER TYPES WORK WITH REGULARLY

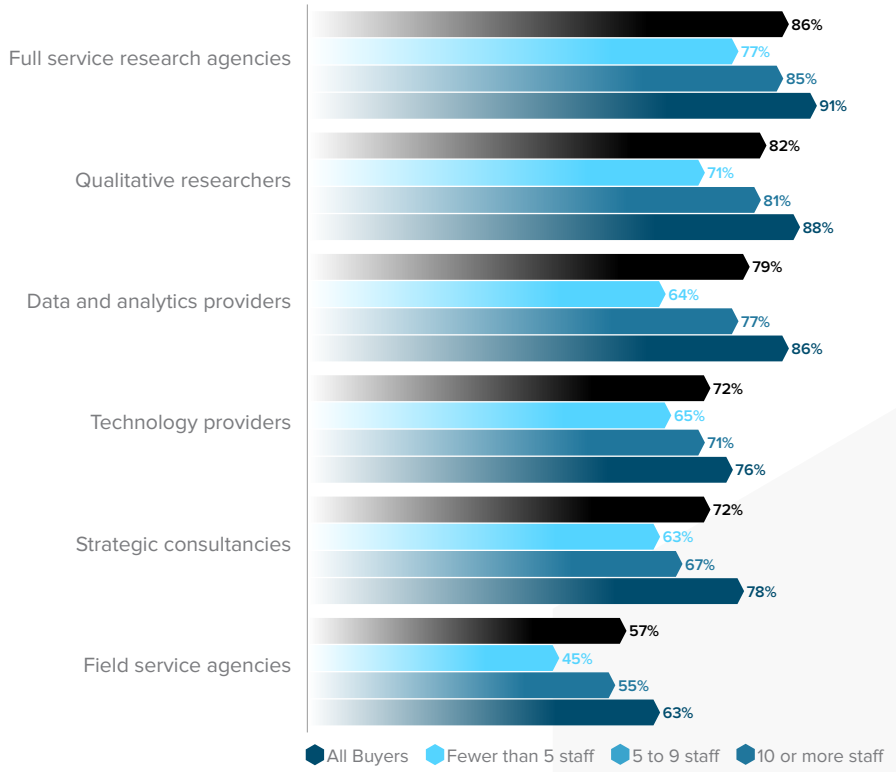


Across insights staff size categories, most use each type of supplier at least occasionally, and overall use of each type increases with size of insights staff.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Avg. No. Types Work w/Regularly or Occasionally	4.5	3.8	4.4	4.8

- On average, buyers in each size category use at least three to four types of supplier at least occasionally.
- Larger staff sizes use more types.
- In each size category, most use each type of supplier at least occasionally (except for the smallest staff's use of field services providers, which is just under half).

SUPPLIER TYPES WORK WITH REGULARLY OR OCCASIONALLY



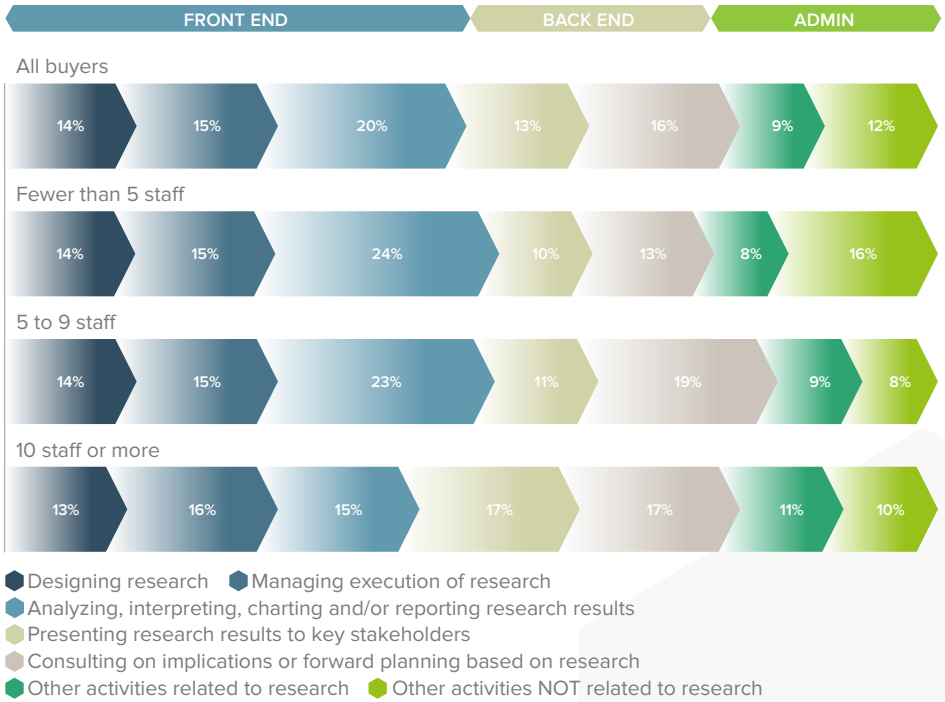
KEY IMPLICATIONS:

- The results further reinforce the idea that the purpose of a large insights staff is to manage a larger volume of more diverse work, not necessarily to do more work in-house. As the staff grows larger, more different types of suppliers are used.
- Nearly everyone works with full service research suppliers, so it does not appear that larger staffs are typically taking over their tasks. Even though the largest staffs work directly with more different types of suppliers, they appear to be choosing them "a la carte" while continuing to order from a "set menu."

As insights staff size grows, more time is spent presenting and consulting at the back end and less time is spent analyzing data and developing reports.

- Regardless of staff size, just under 30% of time is spent on the front end of research, designing and managing it.
- The percentage of time spent on the back end, presenting research and consulting on implications, increases with staff size: the larger the insights staff, the more time is spent presenting and consulting.
- The largest insights staffs spend the least amount of time analyzing, interpreting, charting and/or developing reports.

% OF TIME SPENT ON ACTIVITIES



KEY IMPLICATIONS:

- Larger insights staffs grow when there are diverse needs and resources to support their size. The strategy is to maintain time on the front end (appreciating the "garbage in-garbage out" principle) and increase time on the back end with internal clients.
- To support this, they decrease the amount of time spent on analysis and reporting, in part by increasing their use of outside suppliers.

Across insights staff size categories, most emphasize developing business knowledge and people skills, two areas which are particularly important for larger staffs because they focus on presenting and consulting to internal clients.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 staff or more staff
Avg. No. Key Priority	3.0	2.4	2.7	3.3

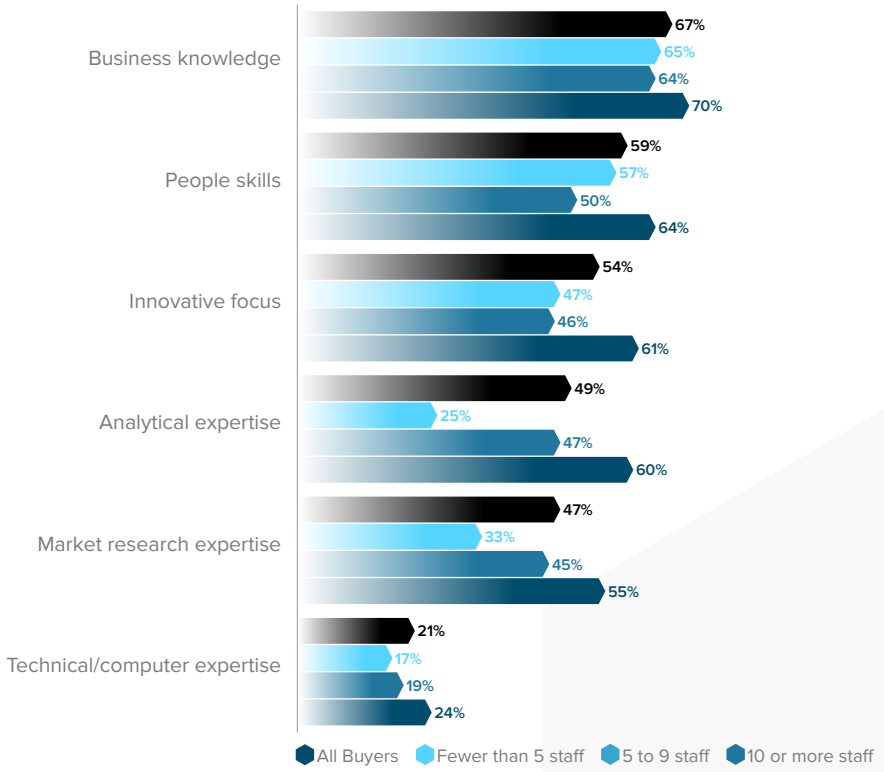
- The top two staff development areas, business knowledge and people skills, are the same within each size category, and most buyers in each say these are a key priority.
- Innovative focus is third in each category, essentially tied with analytical expertise for staffs of 5 to 9.
- The largest insights staffs of 10 or more place a higher priority on innovative focus, analytical expertise, and market research expertise.

Key Skill Priorities Ranked	All Buyers	Fewer than 5 staff	5 to 9 staff	10 staff or more staff
Business knowledge	1	1	1	1
People skills	2	2	2	2
Innovative focus	3	3	4	3
Analytical expertise	4	5	3	4
Market research expertise	5	4	5	5
Technical/computer expertise	6	6	6	6

KEY IMPLICATIONS:

- Business knowledge and people skills are critical areas of staff development for any group of insights professionals.
- Significant emphasis is also placed on developing an innovative focus, particularly among the largest staffs, which need to go beyond communicating research results to identifying implications for the business.
- Analytical and market research expertise are also critical to the largest insights groups, and this knowledge may be less necessary for executing the research than for planning and interpreting it.

SKILL EMPHASIS: KEY PRIORITY



Across insights staff size categories, at least three functional areas actively collaborate on insights work, on average.

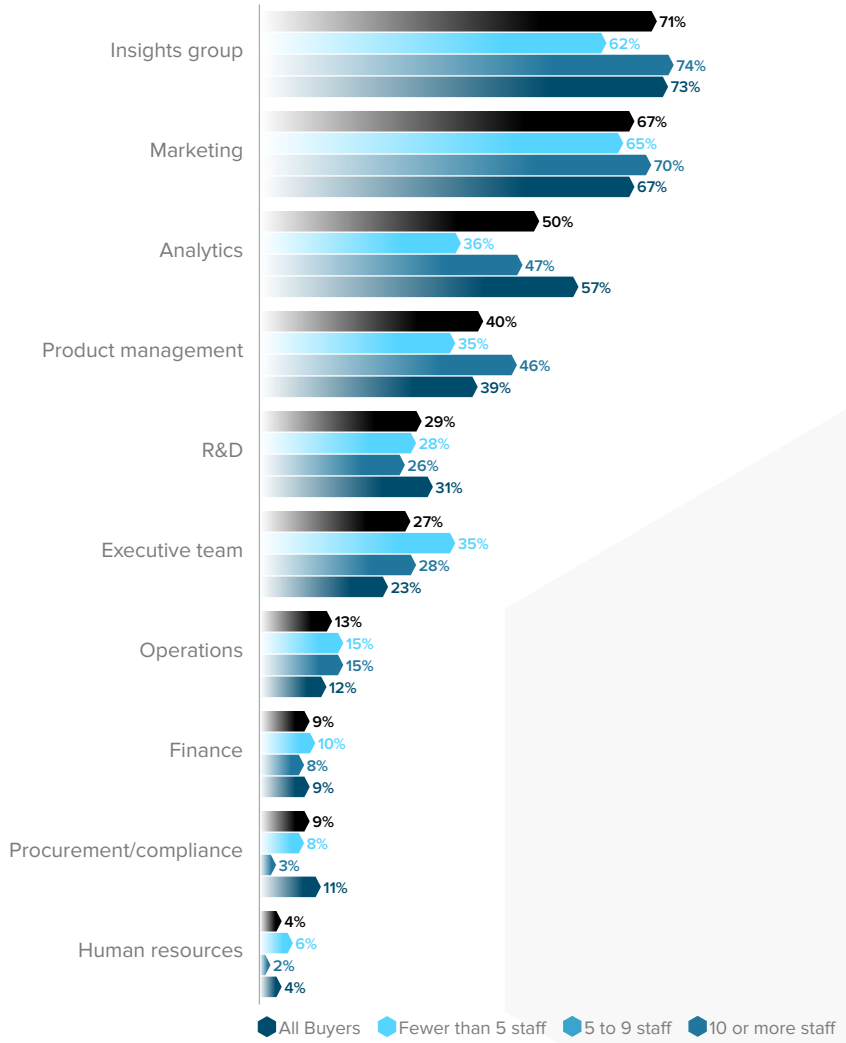
	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Avg. No. Active Collaborators	3.2	3.1	3.2	3.3

- Regardless of the size of the insights staff, at least three functional areas are actively involved in insights work.
- For most buyers in each category, an insights group and marketing collaborate.
- In each size category, significant proportions also collaborate with analytics and product management. As suggested earlier, collaboration with analytics is even more prominent among the largest insights groups.
- Smaller groups are more likely to collaborate with an executive team.

KEY IMPLICATIONS:

- Insights work generally requires collaboration across insights and marketing groups, and often involves analytics and product management.
- As insights groups grow, they are less likely to actively collaborate with an executive team and more likely to do so with an analytics group. These tendencies are likely related to the correlation between group size and company size or research volume, and best practices for the largest groups are to report to the executives rather than collaborate with them. Smaller groups work better if they can involve executives in the insights process.

ENGAGEMENT WITH INSIGHTS: ACTIVELY COLLABORATE

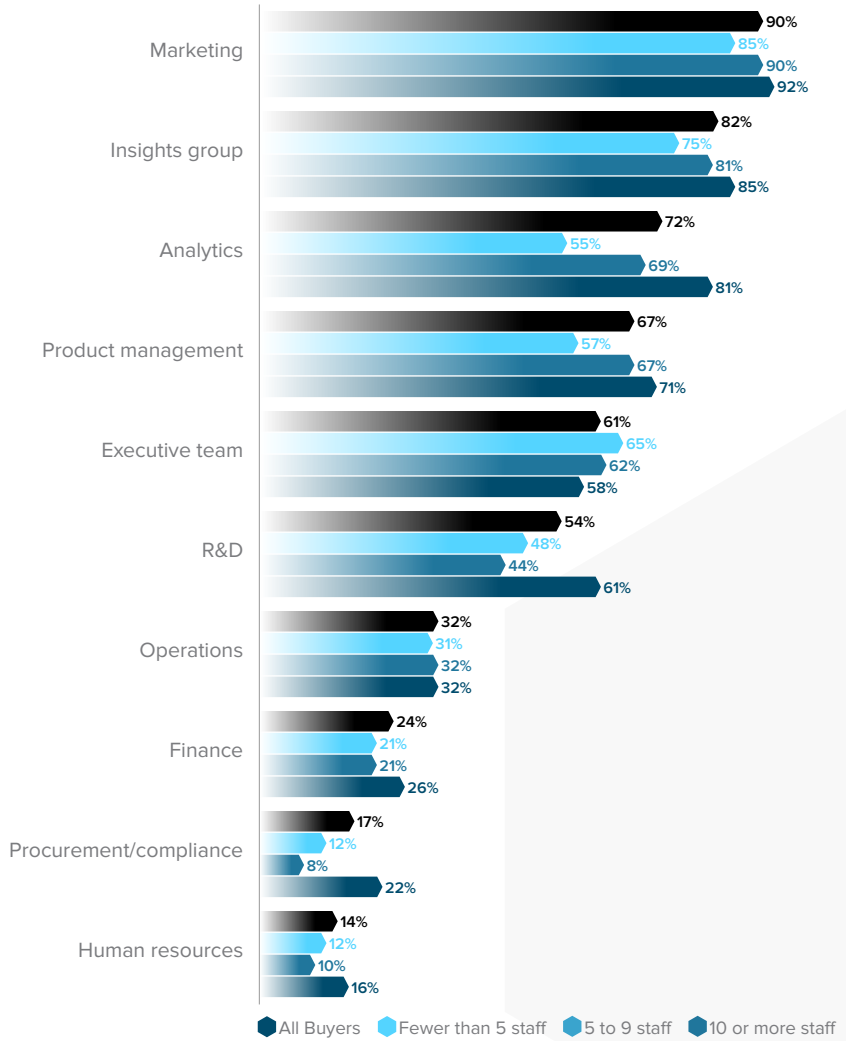


In all, up to five different functional areas or more either collaborate on or receive insights work, and larger insights groups touch more functions.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Avg. No. Collaborate/Receive	5.2	4.7	5.0	5.6

- Within each size category, most buyers say the areas which collaborate on or receive insights deliverables include marketing, an insights group, analytics, product management, and an executive team.
- In the largest insights groups, participation is especially strong for analytics, R&D, and procurement/compliance.
- R&D is also significant for those with fewer than 10 staff, and operations has a significant presence in each category.

ENGAGEMENT WITH INSIGHTS: ACTIVELY COLLABORATE OR RECEIVE/WORK WITH DELIVERABLES



KEY IMPLICATIONS:

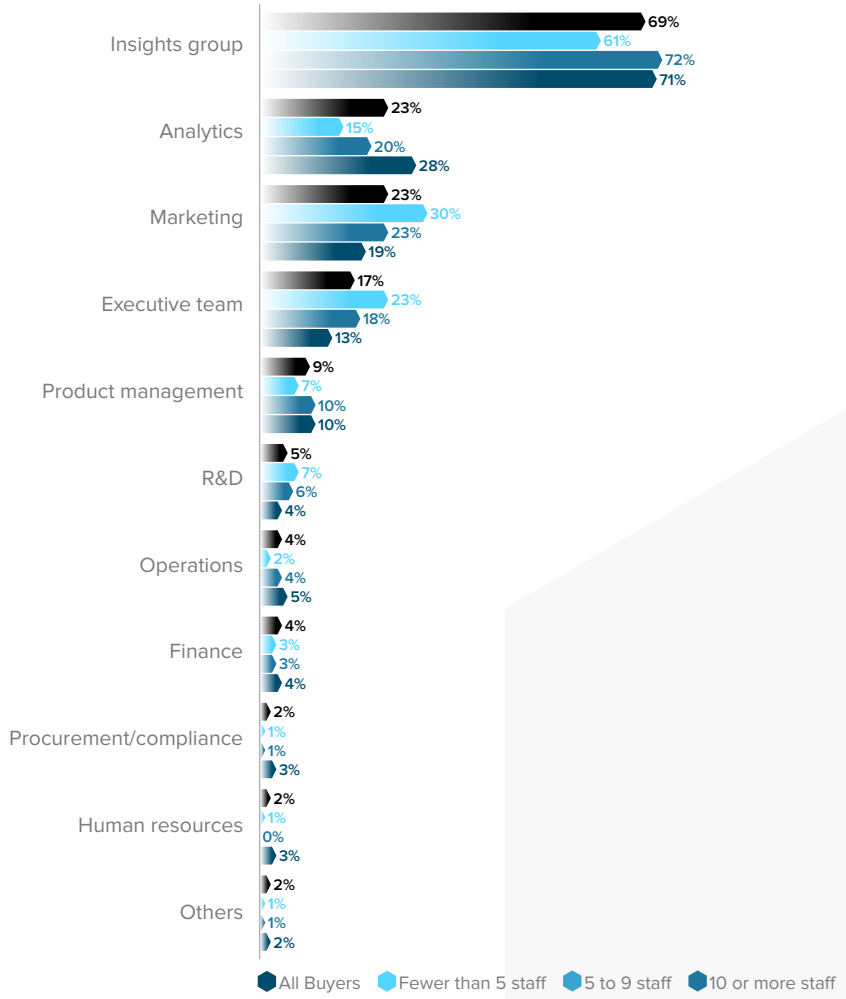
- Insights teams of all sizes need to be aware of all the functions they touch and make sure they ae not missing opportunities to spread their influence.
- In particular, the largest groups may want to reach out to analytics and R&D if they are not collaborating already. If the insights groups has recently grown, some of these connections may not have been established yet.

Within each insights staff size category, most say the insights group is a key decision-maker for selecting methods and partners, but others may also be key.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Avg. No. Key Decision-makers	1.6	1.5	1.6	1.6

- On average, buyers have one or two key decision-makers for selecting methodologies and partners.
- For most, an insights group is a decision-maker, but size categories differ directionally with respect to who else is likely to be one.
  - For smaller insights staffs, marketing or the executive team are more influential than for larger ones.
  - For larger staffs, analytics is more likely to be a key decision-maker.
- While still a majority, insights groups are a key decision maker for a lower percentage of smaller insights staffs (fewer than 5) than for larger ones.

ROLE IN SELECTING METHODOLOGIES/PARTNERS: KEY DECISION-MAKER



KEY IMPLICATIONS:

- Buyers with fewer than 5 insights professionals on staff may be less likely to organize them into a formal "insights group," so the decision-making is more likely to be handled by more established functions, such as marketing and the executive team.
- Larger staffs are more likely to be organized into a centralized group with decision-making authority.
- Staffs of 10 or more are likely to exist in a context where analytics is more prominent and a separate analytics function is likely to exist, so that group may be a second significant decision-maker.

Considering influencers in addition to decision-makers, three to four functions are involved, on average, within each category. An insights group is almost always involved.

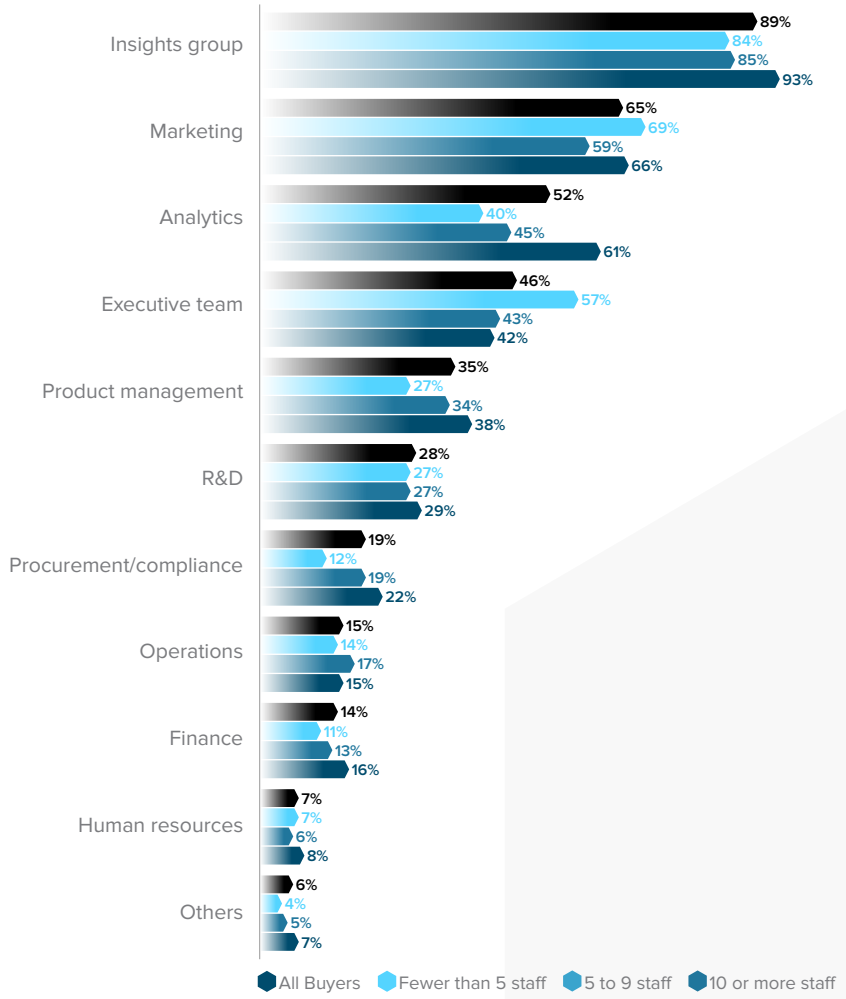
	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Avg. No. Decision-makers/Influencers	3.8	3.5	3.5	4.0

- Although slightly higher for those with 10 or more staff, it is common for buyers to have three to four functions involved in the selection of methodologies and suppliers, on average, and an insights group is almost always involved.
- Across size categories, most list an insights group and marketing as decision-makers or influencers.
- For the largest staffs, the insights group is even more likely to be influential, and most name analytics as at least an influencer.
- Among smaller staffs, most say that an executive team is a decision-maker or influencer.

KEY IMPLICATIONS:

- It is common to recognize "insights" as an influential function even if staff are not formally organized into a group.
- Within each size category, the top two areas for staff development are business knowledge and people skills, and the fact that more than three functions may be involved in selecting methodologies and suppliers underscores the importance of these two skills for insights professionals.
- The third high priority skill is innovation, and its importance may be driven by expectations held by other business functions that transcend the expectations of the insights staff alone.
- Insights staffs of 10 or more are likely to collaborate with an analytics function with respect to insights work and decision-making, so their emphasis on developing analytics skills may be driven, in part, by a need to communicate effectively with true experts rather than by a need to do the work themselves.

ROLE IN SELECTING METHODOLOGIES/PARTNERS: KEY DECISION-MAKER OR INFLUENCER



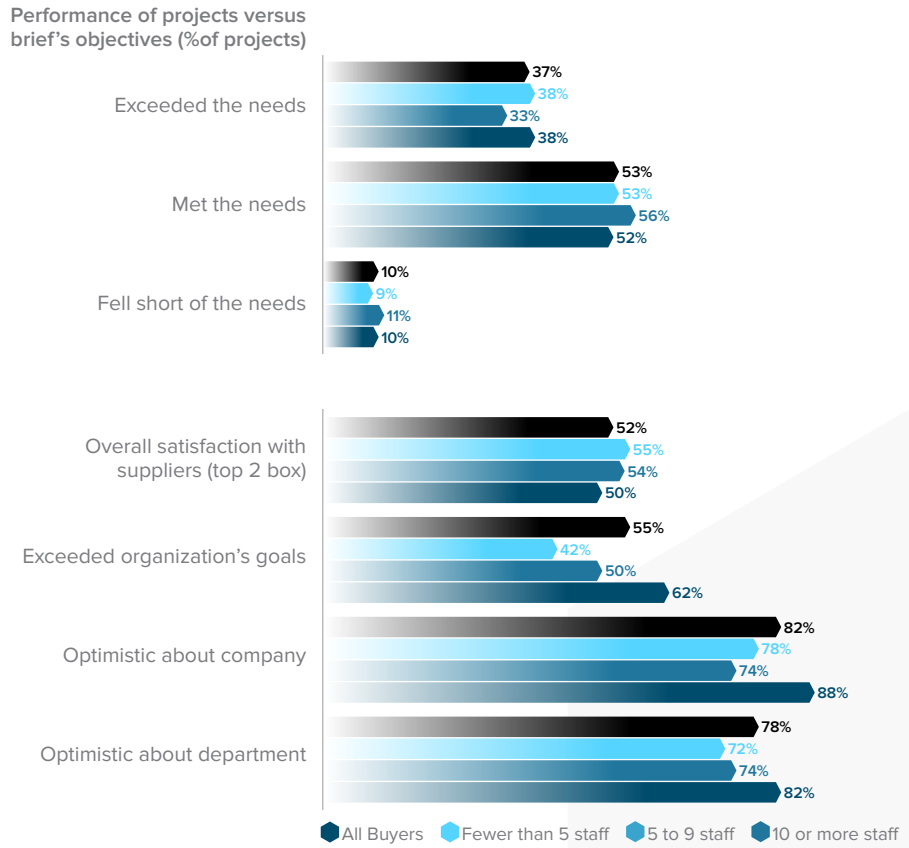
The size of the insights staff is not related to the success of the average project, but it is related to the success of the overall organization: the larger the staff, the more likely the organization is to exceed its insights goals.

- Within each staff size category, more than one-third of projects exceed the needs stated in the project brief while around 10% fall short. Overall satisfaction with suppliers is also similar across categories.
- However, the percentage whose organization's research, insights, and analytics work exceeded their goals increases as staff size increases.
- These larger staffs are more optimistic about their company and, at least directionally, more optimistic about their role or department.

KEY IMPLICATIONS:

- While those with staffs of 10 or more don't seem to be more likely than anyone else to have a successful or unsuccessful project, they seem to be more likely to have a more successful portfolio of work in total.
- It can be argued that the success of the overall organization drives the size of the insights staff and not the other way around, but it appears that the larger staffs benefit from their wider collaboration, diversity of skills, and ability to focus on the back end of the research instead of getting bogged down in the middle.

INSIGHT FUNCTION PERFORMANCE AND ATTITUDE



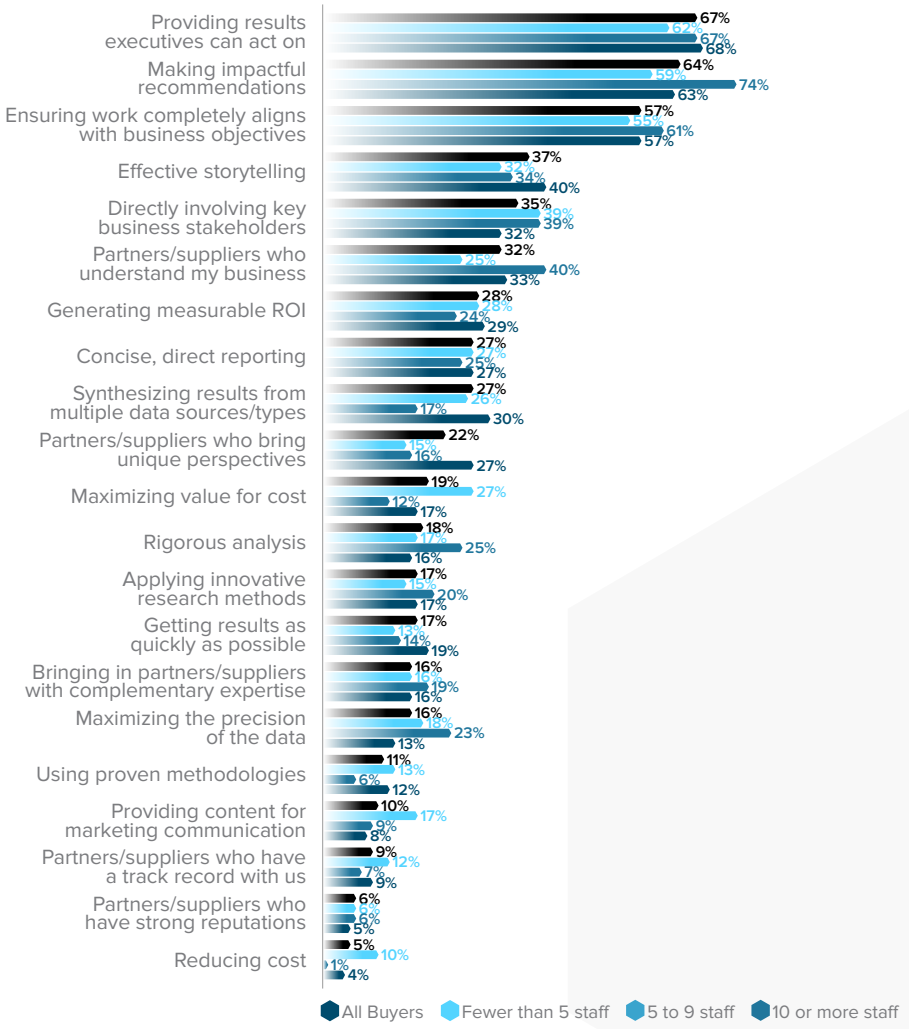
Within each staff size category, most prioritize providing results executives can act on, making impactful recommendations, and ensuring work completely aligns with business objectives as the keys to successful project work.

- The top 3 priorities for project success are the same within each category and named by most buyers:
  - Providing results executives can act on
  - Making impactful recommendations
  - Ensuring work completely aligns with business objectives
- Two others are in the top 6 within each category:
  - Effective storytelling
  - Directly involving key business stakeholders
- For staffs of 5 or more, the top 6 are rounded out by partners/suppliers who understand their business, which is only 10th for the smaller staffs who use fewer supplier types.
- For the staffs of fewer than 5, the top 6 is completed by generating measurable ROI, and, directionally, they are also more concerned than the larger staffs with maximizing value for cost and reducing cost.

KEY IMPLICATIONS:

- Regardless of staff size, the main priority for insights project success is how the work impacts the business, and this depends on communication as well as execution.
- For larger groups, priorities involve coordinating across a wider network of partners and collaborators than for smaller staffs.
- Smaller insights staffs, directionally, are less concerned with effective storytelling, possibly due to their greater direct collaboration with executives throughout the process. This greater exposure to executives, however, may also lead to their greater concern with measurable ROI, value for the money, and, in some cases, reducing cost.

MOST IMPORTANT TO SUCCESS OF INSIGHTS WORK



The "best practices" most frequently followed by insights staffs of all sizes directly support their project success priorities as they focus on business impact and communication.

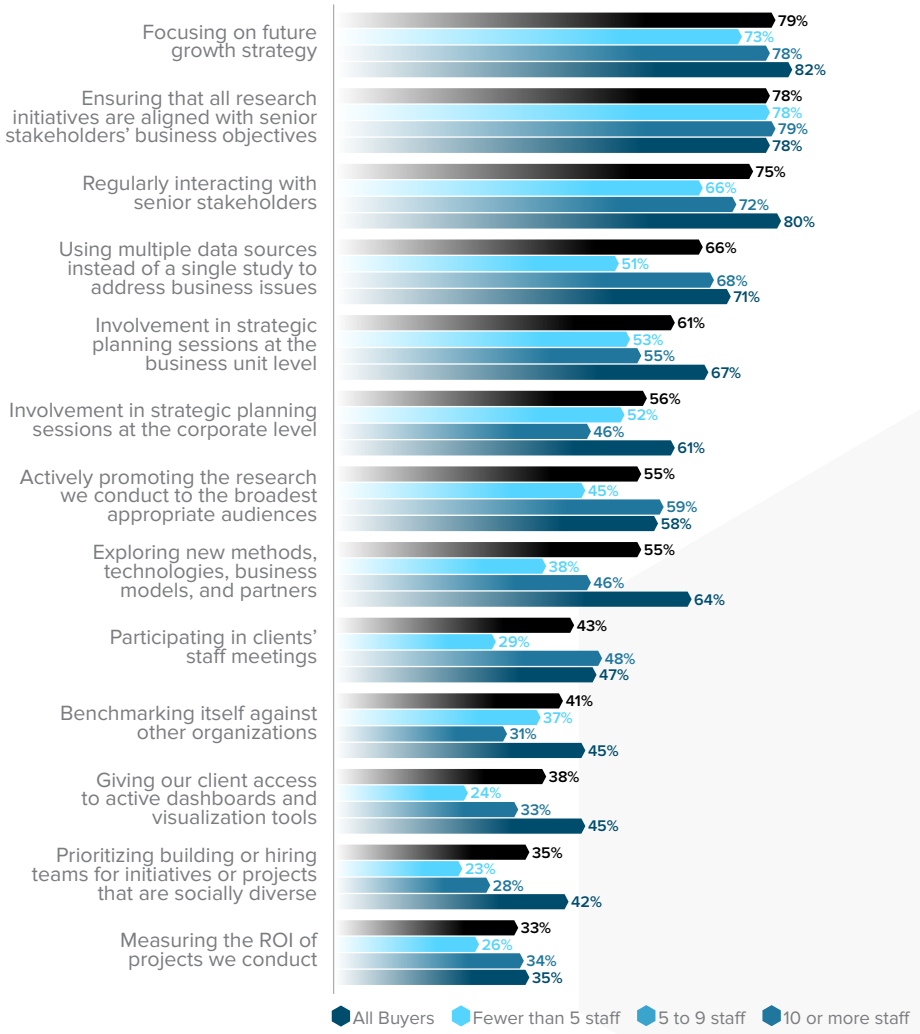
	All Buyers	Fewer than 5 staff	5 to 9 staff	10 or more staff
Avg. No. Always/Frequently	7.1	6.0	6.8	7.8

- As insights staff size increases, so does the number of best practices they frequently perform, from six, on average, for staffs of fewer than 5 to nearly eight for staffs of 10 or more.
- Within each size category, most buyers do five of these at least frequently, if not always, and these support their project success priorities:
  - Focus on future growth strategy
  - Ensure that all research initiatives are aligned with senior stakeholders' business objectives
  - Regularly interact with senior stakeholders
  - Use multiple data sources instead of a single study to address business issues
  - Are involved in strategic planning sessions at the business unit level
- Three practices are more common for staffs of 10 or more than for others:
  - Explore new methods, technologies, business models, and partners
  - Give clients access to active dashboards and visualization tools
  - Prioritize building or hiring teams for initiatives or projects that are socially diverse

KEY IMPLICATIONS:

- Shared across size categories, the most common best practices directly support project success priorities.
- Best practices which are more common for staffs of 10 or more may reflect their correlation to larger company sizes. They may have greater resources for exploring new ways of doing things, more clients and therefore greater need to streamline communications, and greater exposure to the risks of ignoring diversity.

ACTIVITIES DONE ALWAYS/FREQUENTLY

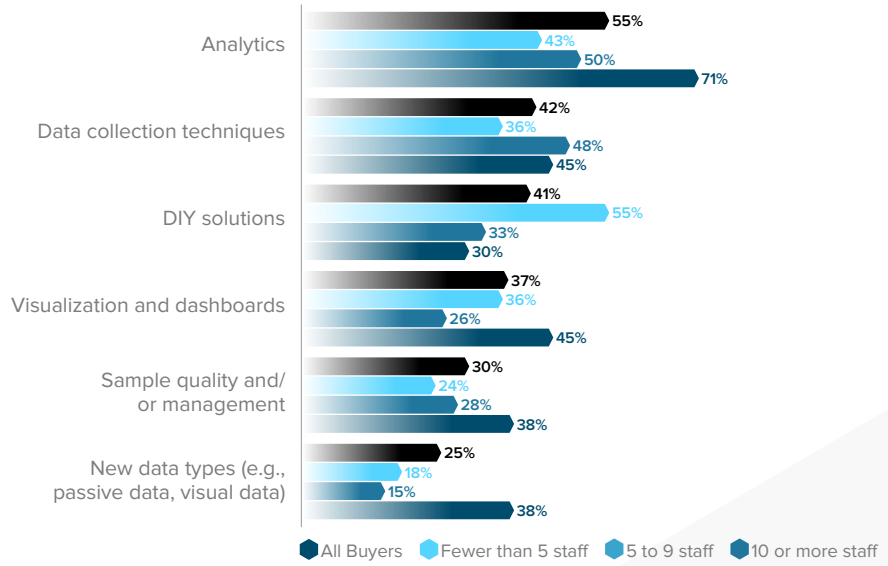


Buyers within each insights staff size category have two key priorities for technology investment, on average, but no specific type of investment claims a majority in each.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 staff or more staff
Avg. No. Key Priorities	2.3	2.1	2.0	2.7

- Within each insights staff size category, buyers name two key priorities for technology investment, on average, and the number of areas of investment increases with staff size.
- Most buyers with fewer than 5 staff have made DIY solutions a key tech investment priority, and analytics is second for them.
- Half of those in the middle, with 5 to 9 staff, say that analytics is a key tech investment priority, and nearly as many say data collection techniques are key.
- In the largest staffs, a large majority say that analytics is a key tech investment priority, and their prioritization of investment in data collection techniques is similar to the middle category.
- Unlike the other two categories, visualization and dashboards tie for second place among the largest staffs, and their priority for new data types is the highest of the three.

TECHNOLOGY INVESTMENTS: KEY PRIORITIES



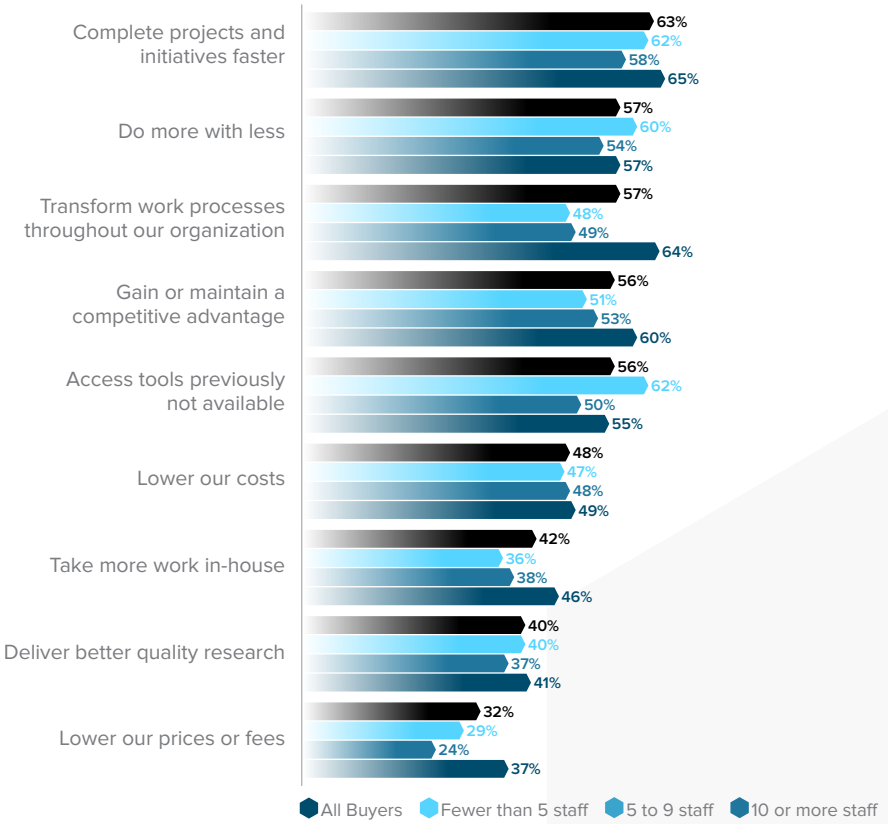
KEY IMPLICATIONS:

- Each of the three insights staff categories view technology as an important investment, though for somewhat different reasons
- The smallest staffs are more concerned with DIY solutions; as we've already seen, they maintain a consistent level of activity in the front end and middle of the research process and, at least directionally, they are more concerned with costs.
- By contrast, the largest staffs are more concerned with tech investment for analytics, and we've seen that they are more involved with the analytics function and spend less time analyzing data than do the other categories. Further, they are more likely to invest in dashboards and new data types, two areas that are consistent with their distinctive best practices.
- The middle size category is, well, in the middle. All categories profess a focus on future growth, and those with staff sizes of 5 to 9 looks like they are in transition from where they may have recently been to where they want to end up.

Regardless of insights staff size, most buyers agree that automation will provide them with multiple important benefits.

- In each staff size category, most buyers agree that automation will enable them to:
  - Complete projects and initiatives faster
  - Do more with less
  - Gain or maintain a competitive advantage
  - Access tools previously not available
- In addition, nearly half in each category think it well help them to lower their costs.
- The largest staff sizes are more likely to believe automation will help them to transform work process, and, directionally, they are a bit more likely to say it will allow them to take more work in-house and, for some, to lower prices.

ROLE OF AUTOMATION: AGREEMENT (TOP 2 BOX)



KEY IMPLICATIONS:

- We've seen that each size category is making important tech investments, and now we see that they have great expectations for how automation will benefit them.
- It is interesting to note that the smallest staffs do not stand out from the others on lowering costs, despite their greater focus on that issue. This parity across groups and the moderate level of agreement suggest that lower costs are an expected by-product of automation but not the primary purpose for it.
- The largest staffs believe it will help them transform their work processes, and we've seen they already spend more time on the back end compared to the smaller sized staffs.
- They are also more likely to think automation will help them take more work in-house, and that may be an indication of discomfort with their comparatively exaggerated use of suppliers.
- Finally, they are directionally more likely to say that automation could enable them to lower prices, and it could be that the other size categories lack the scale to make that kind of impact on the end price.

For automation, the low-hanging fruit seems to be to play a key role in different kinds of analysis.

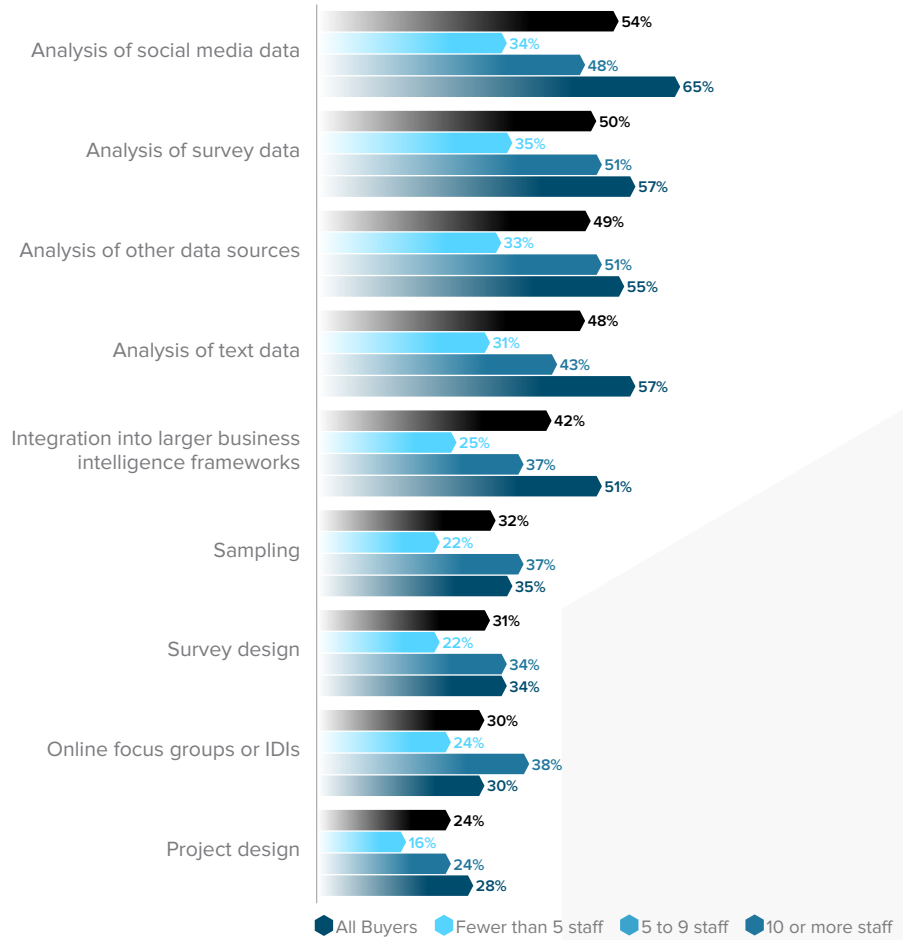
	All Buyers	Fewer than 5 staff	5 to 9 staff	10 staff or more staff
Avg. No. Have/Will Have Key Role	3.6	2.4	3.6	4.1

- Buyers believe that automation has or will have a key role for them in at least two areas, on average. The breadth of automation's impact grows with staff size.
- Among the smallest insights staffs, the most significant areas are considered as key for only about one-third of buyers. On average, they expect automation to have a key role in two or more areas, but they lack consensus as to which areas those will be.
- For staffs of 5 to 9, about half expect automation to play a key role in analysis of social media data, survey data, and other data sources.
- Within the largest staffs, half or most also expect it to play a key role in those areas as well in analysis of text data and integration into larger business frameworks.

KEY IMPLICATIONS:

- In general, the low-hanging fruit for automation seems to be different kinds of analysis, perhaps because it is easier for more buyers to imagine automating analyses than it is to imagine automating project or survey design.
- However, there are substantial hopes for automation across all process areas, and most buyers with large insights staffs see a key role in integration with other functions, which, as we've seen repeatedly, is an important issue for them.

ROLE OF AUTOMATION: HAS/WILL HAVE A KEY ROLE

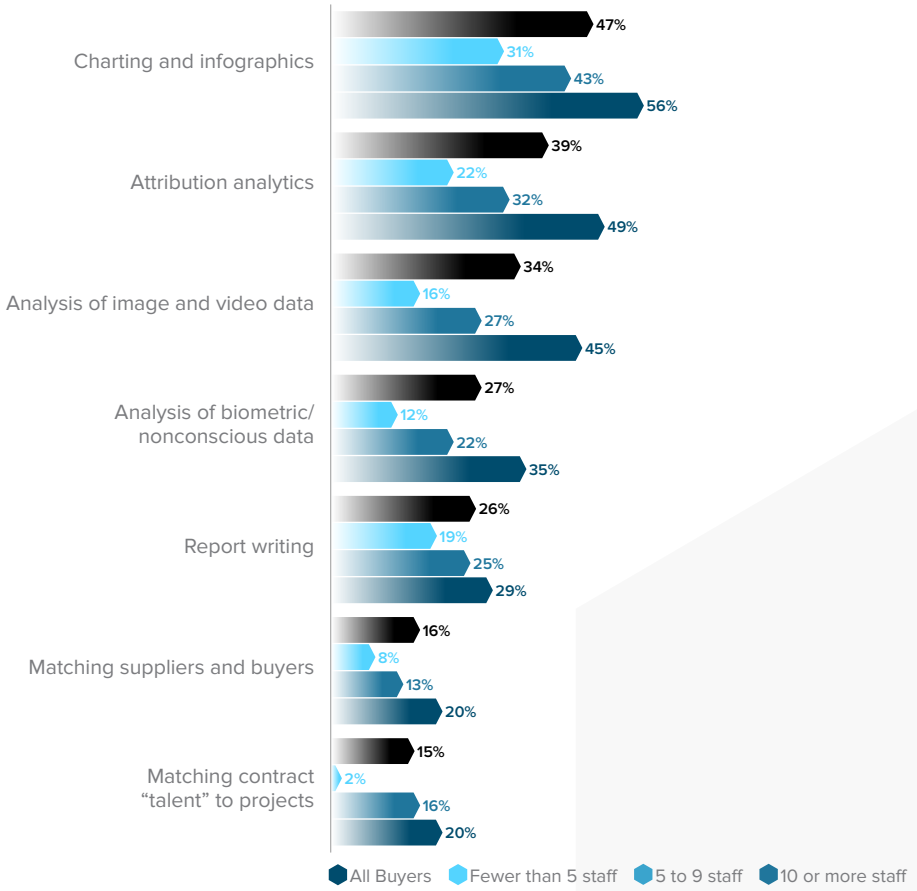


The most commonly perceived task for which automation will play a key role is charting and infographics.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 staff or more staff
Avg. No. Have/Will Have Key Role	2.0	1.1	1.8	2.5

- Although buyers see automation as playing a role in multiple processes, mainly analytics, there is less enthusiasm or consensus for the specific tasks listed. On average, they say it will play a role in at least one task, and the number of tasks that will be impacted increases with staff size.
- Among those with fewer than 10 staff, no task claims a majority. Charting and infographics comes the closest, but still far from a majority.
- By contrast, a majority of staffs of 10 or more see automation of charting and infographics as playing a key role, and this is consistent with their reduced time spent on reporting.
- They also have significantly higher expectations for each task listed, and this is consistent with their more diverse work and greater interaction with partners and internal clients.

ROLE OF AUTOMATION: HAS/WILL HAVE A KEY ROLE



KEY IMPLICATIONS:

- Insights staffs of fewer than 5 have automated or will automate at least one of these tasks, although there is little consensus on which task.
- Staffs of 5 to 9 have automated nearly two tasks, on average, and there is growing consensus that charting and infographics should be one of them.
- Staffs of 10 or more are somewhat farther along, with most focused on charting and infographics, and consensus seems to be building for certain analytical tasks.

Across insights staff size categories, the most common ways to invest in innovation are to dedicate staff to it and collaborate with business experts.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 staff or more staff
Avg. No. Ways Invest in Innovation	3.3	2.3	2.9	3.8

- On average, buyers in each insights size category invest in innovation in at least two ways, and the number of ways they invest in it increases with staff size.
- The largest staffs invest the most ways, and the majority dedicate staff to try to develop new ways of doing things, collaborate with business expertise, and allocate a portion of their project budgets to fund innovation directly.
- They are also more likely than others to maintain a separate and dedicated budget, have a formal and documented program, quickly adopt new tools, and collaborate with academic experts.
- Half or most of those with 5 to 9 staff dedicate staff or collaborate with business experts, but no other method exceeds 40%.
- Although the top two methods are shared by the smallest staffs, there is less consensus after those, and they are doing less overall to foster innovation.

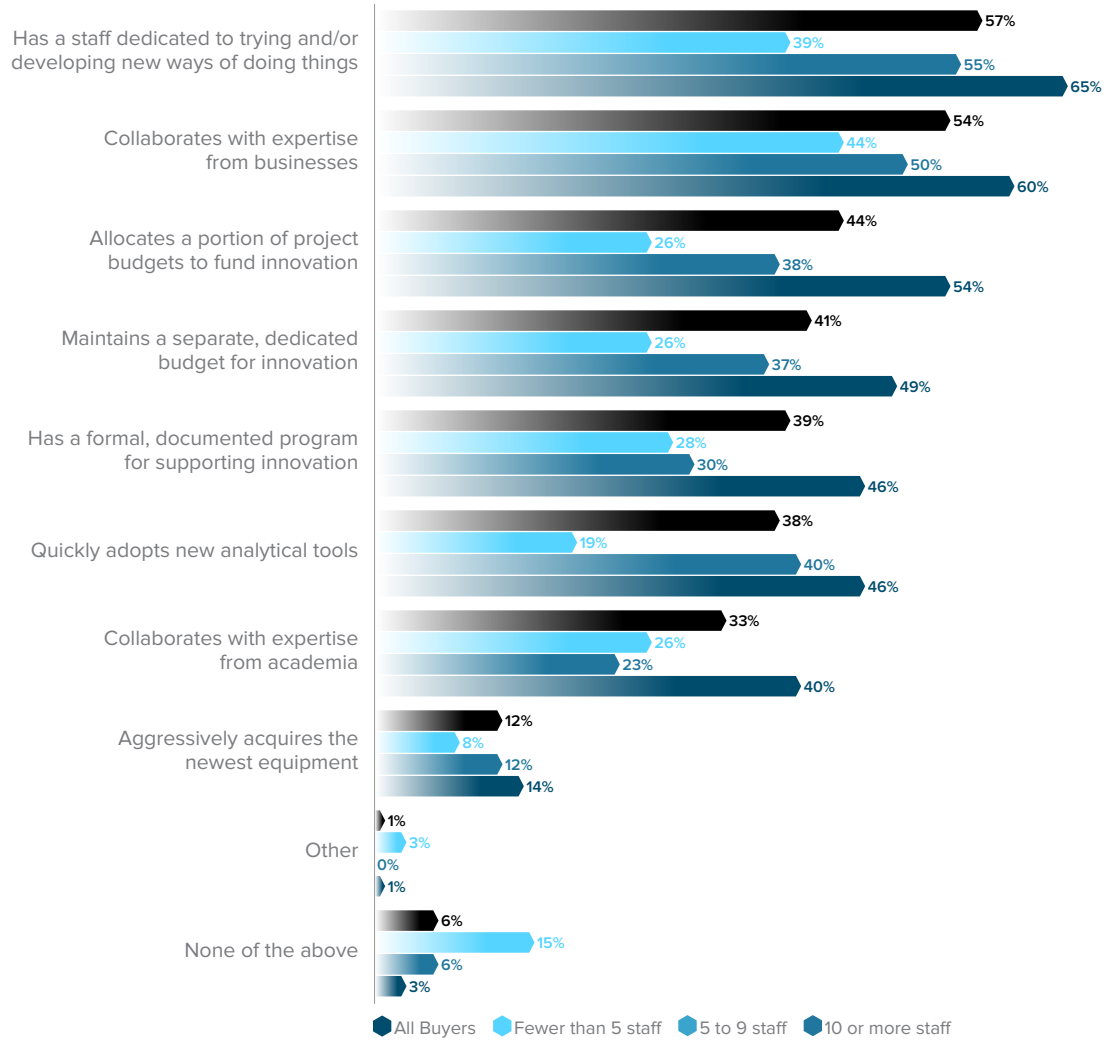
KEY IMPLICATIONS:

- Within each insights staff size category, the third highest priority skill after business knowledge and people skills is innovative focus. However, the number of investment methods shrink from the largest to the smallest, which likely represents a lack of resources and opportunity than a lack of desire to innovate.
- Those with insights staffs of 10 or more report that they use more supplier types than the others and also interact with more other functions, giving them more opportunity to collaborate on innovation.
- Previous GRIT reports have demonstrated that the most important driver of successful innovation is a separate, dedicated budget, a tactic used by nearly half of buyers with large staffs. They also disproportionately have a formal program, and we have suggested that a formal program is an important precursor to securing funding for innovation.
- Those with the largest staffs have exceeded their organization's goals more often than those with smaller staffs, and perhaps their distinct approach to innovation contributes to that success.

See next page for detailed chart ›

Across insights staff size categories, the most common ways to invest in innovation are to dedicate staff to it and collaborate with business experts.

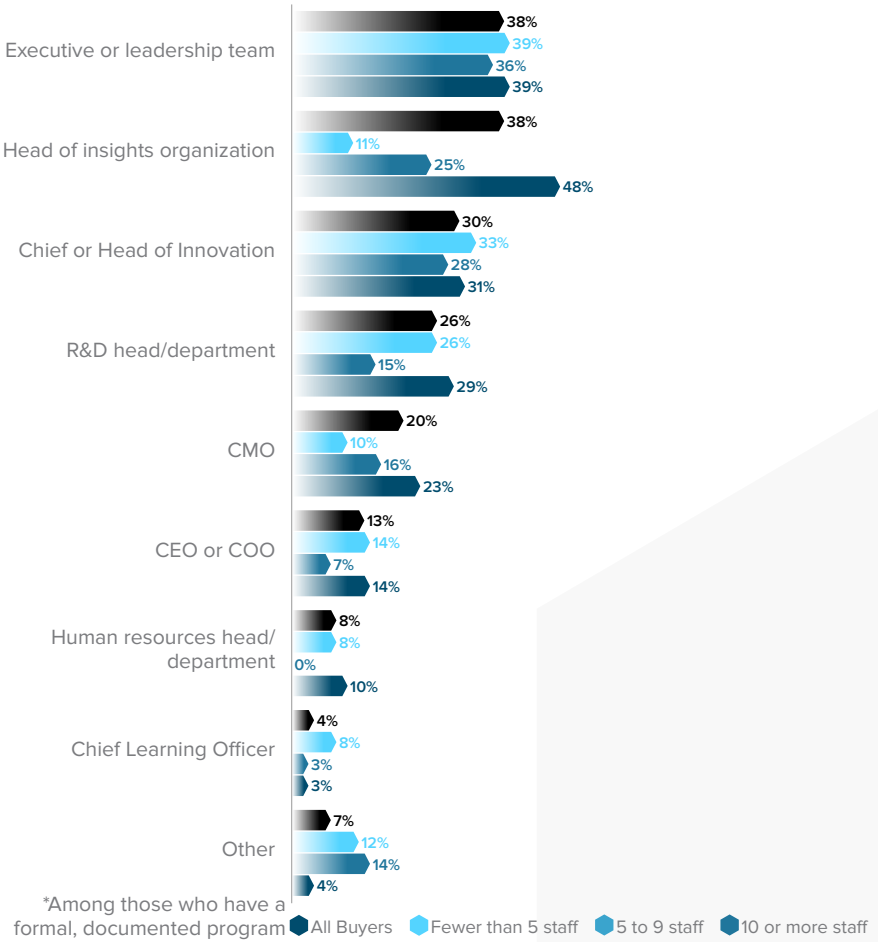
HOW INVEST IN INNOVATION



Among buyers that have a formal, documented innovation program, there is little consensus regarding which function leads it.

- For buyers with insights staffs of less than 10, the most common leader of the innovation program is the executive or leadership team, but this is not the case for the majority.
- For the smallest staffs, the insights program may also be led by a Chief or Head of Innovation or by R&D.
- For staffs of 5 to 9, innovation may also be led by a Chief or Head of Innovation or by the head of the insights department.
- Among the largest staffs, nearly half say it is led by the head of the insights organization, followed by an executive or leadership team, a Chief or Head of Innovation, or R&D.

WHO LEADS INNOVATION*



KEY IMPLICATION:

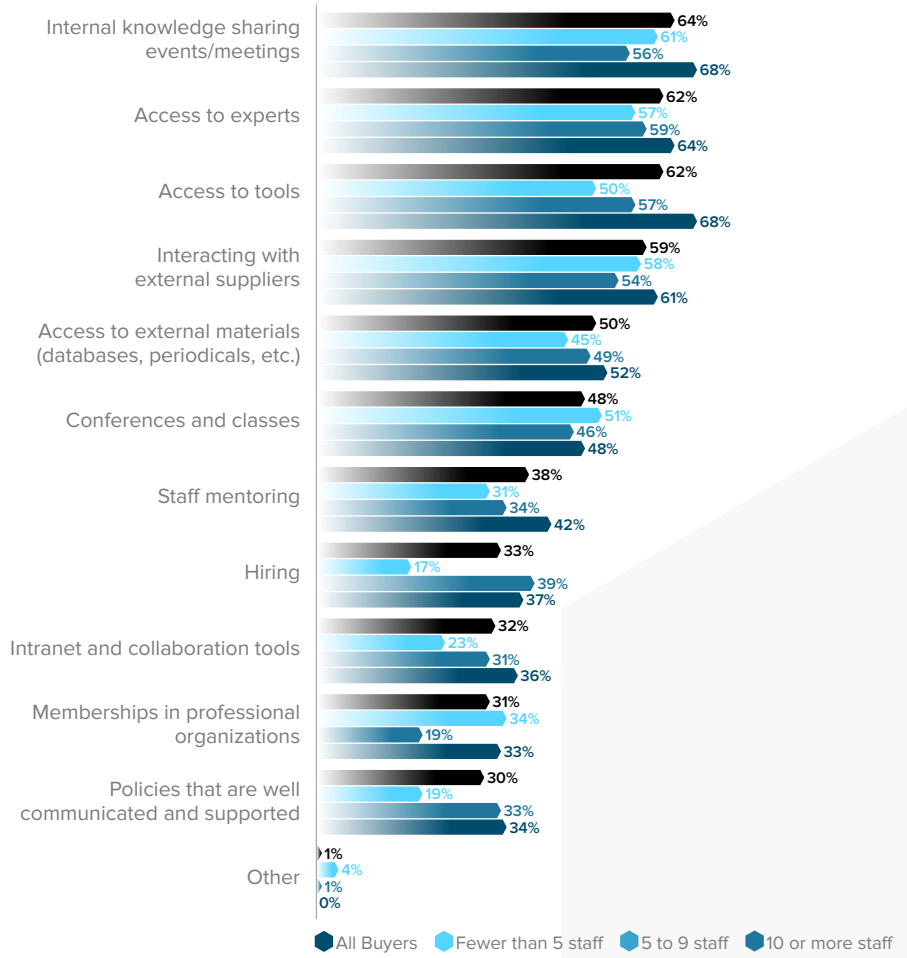
› Leadership or ownership of an innovation program is unique to each organization, and the most consensus is, somewhat intuitively, that those who have enough insights staff to call themselves an insights organization are likely to run it themselves.

Insights staffs employ a variety of tactics to foster innovation, most frequently internal knowledge sharing events/meetings, access to experts, access to tools, and interaction with external suppliers.

	All Buyers	Fewer than 5 staff	5 to 9 staff	10 staff or more staff
Avg. No. Ways Foster Innovation	5.1	4.5	4.8	5.4

- Within each insights staff size category, at least four tactics to foster innovation are employed, on average, and the number grows with the size of the staff.
- Most buyers who prioritize innovation as a skill to develop within each category employ these tactics:
  - Internal knowledge sharing events/meetings
  - Access to experts
  - Access to tools
  - Interacting with external suppliers
- There are no significant differences across categories, but most of those with 10 or more employees also provide access to external materials, and most of those with fewer than 5 leverage conferences and classes.

TACTICS TO FOSTER INNOVATION



KEY IMPLICATION:

- There are many potential tactics available to foster innovation, and which are employed seems to depend less on insights staff size than on imagination and preference.

Fuel Cycle

Insights That Ignite Action

Online Insights Communities
Continuously engage customers, prospects & users

Video Interviews and Focus Groups
Engage any audience, anywhere

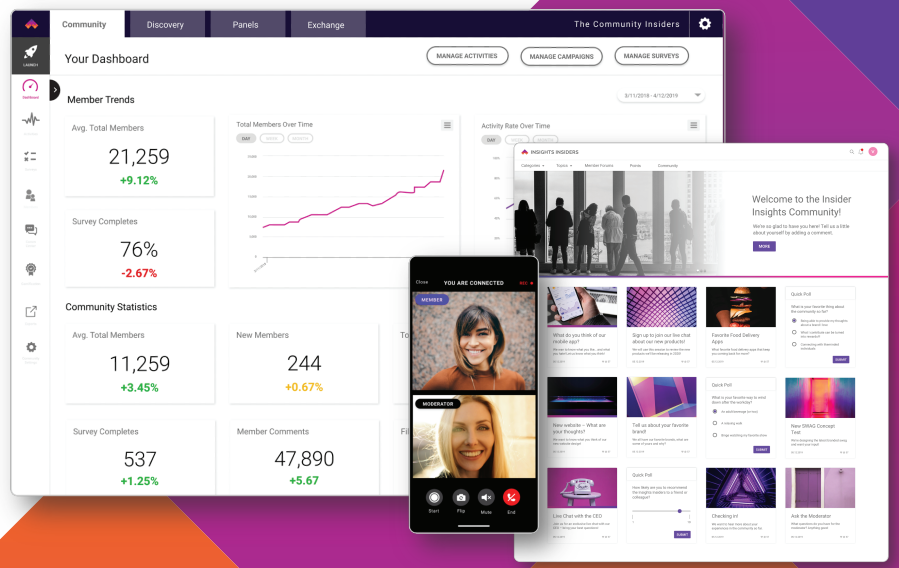
Agile Insights Solutions
Automated research and advanced analytics

Product User Testing
Always-on digital product feedback

Partner Exchange
Integrated technology ecosystem

Fuel Cycle's Market Research Cloud enables decision makers to maintain constant connections with their customers, prospects, and users to uncover real-world actionable intelligence. Power product innovation, brand intelligence, and enhanced user experience with the leading continuous research platform.

LEARN MORE AT FUELCYCLE.COM



HOW TO USE THIS SUPPLIER BENCHMARKING REPORT

This guide profiles multiple segments among different types of insights suppliers. Select the segment that most closely describes your situation and use its profile to see how you compare to your peers in the insights industry and how your segment compares to the rest of the industry. Alternatively, you can also look at the total response across segments to make comparisons. We provide some advice, but, ultimately, you have to decide on each issue whether it is better to be in step with your peers or march to the beat of a different drum.

At a macro level, GRIT segments the industry into insights "buyers" and insights "suppliers," although we know the world is much messier than that. A "buyer" is someone on the "client-side" who is employed by a "brand" – in other words, a company whose raison d'etre is something other than selling insights-related tools, platforms, consulting or research services to someone else. A "supplier" is a company that exists by selling those things.

Throughout the guide, we break down suppliers by their main type of service – full service research, field services, strategic consulting, data and analytics, or technology – and the larger categories are further broken down by size. Field services are grouped with the full service research segments, and data and analytics and technology providers are grouped together as specialists.

Supplier Segments	Full Service Research and Field Services	› Smaller full service research providers › Larger full service research providers › Largest full service research providers › Field services providers
	Strategic Consultancies	› Smaller strategic consultancies › Larger strategic consultancies › Largest strategic consultancies
	Specialists	› Smaller data & analytics providers › Larger data & analytics providers › Smaller technology providers › Larger technology providers

We acknowledge that these segments are generalized and based on simplistic assumptions. As you skim or read through this guide, you may interpret them differently than we have or even hypothesize a different way of grouping insights professionals altogether. If you do that, then we've done our job.

Of course, we can't tell you everything you need to do in light of these benchmark findings because, for one thing, we've never talked to you specifically about your business. Instead, our goal is to give you a structured way to look at your organization in the context of your peers and inspire in you a fresh perspective with new insights and hypotheses. Throughout this guide, we offer a wealth of detail accompanied by summaries of the key implications. Whether you skim the implications or study the detail, we hope the result is the same: that you feel more stimulated and empowered to take control of your insights.

SUPPLIER EXECUTIVE SUMMARY

SEGMENT DEFINITIONS For this benchmarking report, suppliers are segmented by employee size and core service offering. Smaller full service research providers are defined as having 10 employees or fewer, larger ones have 11 to 1,000 employees, and the largest have more than 1,000 employees. Smaller strategic consultancies have 20 or fewer employees, larger ones have 21 to 100 employees, and the largest have more than 100 employees. Across data and analytics and technology providers, the size categories are the same: smaller ones have 100 or fewer employees and larger ones have more than 100 employees.

SIZE AND PROJECT VOLUME Although organizations of any size across all types of insights supplier share certain behaviors and attitudes with each other, larger organizations differ from smaller ones in some important ways regardless of service focus, and, of course, significant differences exist across types of supplier as well. Among full service research suppliers, strategic consultancies, and data and analytics providers, large employee sizes and large research project volumes go hand-in-hand, though not in lock-step with each other. For technology providers, many of whom license platforms and tools to others rather than conduct projects themselves, the relationship between company employee size and project volume is tenuous, at best.

LARGER AND SMALLER SUPPLIERS The better predictor of supplier employee size across any supplier type is their percentage of B2C research as the largest companies feast on consumer work while smaller ones may focus more on particular industry specialties. Supplier size is an important differentiator because larger organizations can invest more resources in diversifying their services, automating their practices, and funding innovation, and we see these patterns repeated across supplier types throughout this report. Larger suppliers also deal with different decision-makers and influencers than smaller suppliers, and their deliverables reach different audiences. Specific differences and their implications are called out throughout this report.

CORE SERVICE OFFERING Segmenting by employee size is one revealing dimension against which to benchmark suppliers, and core service is another important dimension. We find the same kinds of differences in diversification, automation, client contacts, and so on when we compare full service research to field services providers or to strategic consultancies or to specialists (data and analytics and technology providers), but these can start to blur as supplier size increases. Most suppliers earn most of their revenue from their core service area, but they can also offer other services, particularly as they grow and diversify. As they merge their core services with other types of service, they take on some of the strategies and behaviors characteristic of suppliers who offer this add-on service as their core offering.

BLENDED OFFERINGS For many, “full service research” is a distinct service offering, but others think of it more as an umbrella for more focused specialties. Although two suppliers may draw most of their revenue from full service research, one may consider their primary service to be simply “full service research” while another may identify as a “strategic insights consultant” or a “vertically-focused researcher.” Among field services providers, we can see that data and analytics and technology services are clearly blending with their core services. Some choose to identify more with data-related services, others identify more as technology platform providers, and others identify most with traditional data collection, but

SUPPLIER EXECUTIVE SUMMARY

all categorize their primary revenue source as field services. On the other hand, we have data and analytics and technology providers, which can be far more product-focused, blending their core offerings with service-based solutions because service is increasingly necessary to deliver on client needs and to capture a larger share of wallet.

SERVICE MIGRATION AND INTEGRATION These findings echo last spring's GRIT Business & Innovation report in which we identified trends related to service migration and integration that seemed to be influenced by the pandemic. First, data and analytics providers became more eager to diversify their services to increase their competitiveness and potential revenue sources, and we see some of that here. Second, technology providers realized that large full service providers needed to use their platforms, and they shifted their focus toward serving these suppliers rather than trying to compete with them for end clients. We also discussed how many hybrid strategic consultancies-full service research providers dealt with the challenges of the pandemic by focusing on full service research, leaving the strategic consultancy category largely in the hands of those who are most entrenched in it.

DIVERSITY AMONG SPECIALISTS There is little consensus among data and analytics providers to which services primarily define them because suppliers in this category are diverse, and the category itself is arguably the least mature of the five main types. Many data and analytics providers are trying to decide "what they want to be when they grow up;" when suppliers in other categories diversify, they tend to add data and analytics services, an approach that current data and analytics providers cannot follow. The technology category is more settled, particularly because these suppliers are, generally speaking, taking a more symbiotic perspective of other types of suppliers.

HOW GENERALISTS SPEND THEIR TIME Suppliers differ with respect to how they spend their time, and this varies by supplier type and size. The largest full service research suppliers spend more of their time presenting results and consulting on implications; the smallest full service research providers spend twice as much time on analysis and report development as the largest. Although full service research suppliers of all sizes are likely to also provide some kind of strategic consulting, only the largest of them are leveraging their time more toward presenting results and consulting on their implications. The smallest ones seem to be spending too much time on analysis and report development, a trend we also see among buyers with smaller insights staffs. The largest ones also spend the most time of any full service supplier category on miscellaneous research activities, an amount similar to field services providers.

HOW SPECIALISTS SPEND THEIR TIME Data and analytics and technology providers in each size category spend their time differently compared to full service researchers and strategic consultancies and also differently from each other. Smaller data and analytics providers act more like traditional researchers than the other segments: they spend the most time designing and managing research and the least time consulting on implications and non-research activities. Smaller technology providers behave more like product marketers: they spend nearly half their time on non-research activities – possibly platform or tool development – and the least time designing and managing research and presenting results. Larger technology providers spend the least time on miscellaneous research activities but

SUPPLIER EXECUTIVE SUMMARY

the most time of these four segments consulting on implications of the research, possibly because their solutions may result in some kind of infrastructure change. Like the technology provider segments, larger data and analytics providers spend more time on activities not related to research, which may include R&D or business development. Technology and larger data and analytics providers operate more like product innovators and marketers than traditional researchers, and the additional time they spend on non-research activities is evident in their platform- and tool-heavy service portfolios.

CRITICAL STRATEGIES Suppliers are in near-universal agreement that they need to be best-in-class or among the leaders in understanding client needs and gaining their trust, communicating effectively, and executing their core services powerfully and efficiently. The key success criteria for insights impact dovetail well with these strategic priorities as all size-supplier type segments recognize the need to keep the concerns of key client stakeholders top-of-mind when conducting projects. Research deliverables from suppliers of all sizes and segments reach many client audiences, and this underscores the need to ensure that deliverables and communications are effective for each group. These concerns are also reflected in suppliers' top priority skills to develop among staff, as "people skills" is generally among these.

AUTOMATION All types of suppliers expect multiple benefits from automation, and this sentiment is strongest among the largest suppliers of each type who expect to realize more benefits and apply automation to a greater number of tasks and processes, on average, than smaller suppliers. The consensus expected benefit of automation is speed: projects and initiatives can be completed faster.

While different suppliers see automation playing a key role in diverse areas, the most consensus is that automation has or will play a key role in charting and infographics. To some extent, the areas where automation is expected to play a key role reflect the particular services a supplier is offering. For example, suppliers who see automation playing a key role in analyses of various kinds naturally are those who offer data and analytics, but more particularly among larger suppliers who are diversifying into these areas.

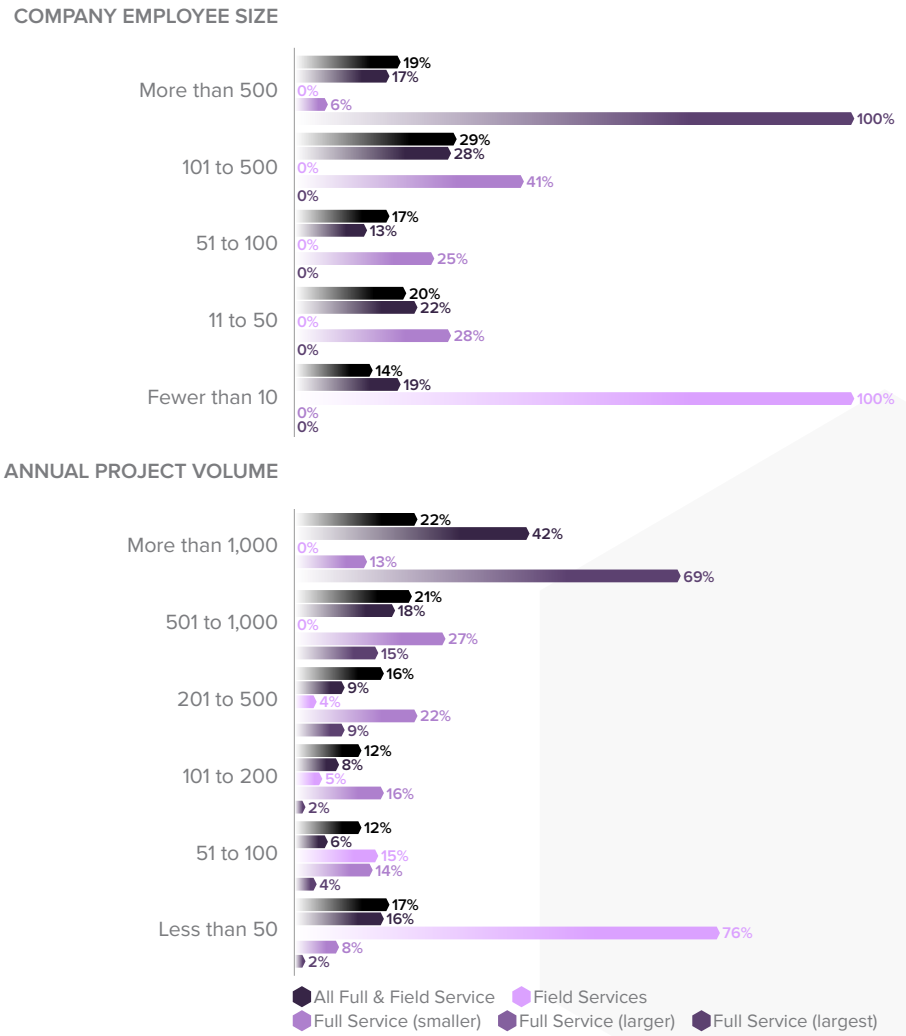
INNOVATION Among those who prioritize innovative focus as a skill to develop, most support innovation by dedicating staff to it and collaborating with business experts. Most of those larger organizations also allocate portions of project budgets to innovation, and they are more likely than smaller organizations to maintain a separate and dedicated budget, have a formal and documented program, quickly adopt tools, and collaborate with academic experts. Suppliers differ with respect to how actively they cultivate innovation. For example, it is common for data and analytics and technology providers to be more proactive by mentoring staff and holding internal knowledge sharing events, while many other types of suppliers rely on more passive methods, such as interaction between staff and suppliers during the normal course of work.

This summary is only to give you a brief overview of key learning; we encourage you to dive deeper into the detailed findings to get full value from this report.

For full service suppliers, project volume is directly related to employee size which might suggest that similar kinds of projects are being conducted in similar ways regardless of size category.

- For this benchmarking report, smaller full service research providers have 10 employees or fewer, larger providers have 11 to 1,000 employees, and the largest have more than 1,000 employees.
- Among full service suppliers, project volume is directly related to employee size.
- Field services suppliers tend to have high project volumes, though their projects are often a process within a larger project.

SUPPLIER SIZE CHARACTERISTICS



KEY IMPLICATION:

- Project volume is directly related to full service research supplier employee size. These are very crude numbers, but they could indicate that, regardless of size, full service suppliers do similar kinds of projects in similar ways. However, we expect to find differences by size in areas such as automation, and the benchmarking analysis will provide more insight into this issue.

In general full service supplier size increases with the percentage of B2C research, and the two most common sources of revenue across full and field service suppliers are consumer durables and non-durables.

- Consumer durables and non-durables are the staples of full and field services, and full service employee size grows with the percentage of B2C work done.
- Health care is a top 3 source of revenue for larger and smaller full service research providers, but media/entertainment/sports tends to take its place for the largest full service research and field services providers.
- Retail and financial services are also common revenue sources across full and field service providers.
- For the smaller full service research firms (10 or fewer employees), not-for-profit/government/education is an important revenue stream.
- Although their rank ordering of revenue sources is not very different from other categories, the average provider among the largest full service (more than 1,000 employees) serves more industries than the smaller ones or field services. Most of them draw significant revenue from:
  - Consumer non-durables
  - Consumer durables
  - Health care
  - Retail
  - Financial services
  - Telecommunication services
  - Media/entertainment/sports
- In the other categories (full service providers with 1,000 or fewer employees), only consumer non-durables is in the majority.

Top Industries Served	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Consumer non-durables	1	2	1	1	2
Consumer durables	2	1	3	2	1
Health care	3	6	2	3	6
Retail	4	4	6	5	5
Financial services	5	5	4	6	3
Telecommunication services	6	11	11	4	7
Media/entertainment/sports	7	3	8	7	4
Information technology	8	7	9	8	9
Professional services	9	10	7	9	11
Automotive	11	8	10	11	8
Hospitality/travel	12	12	13	12	10
Not-for-profit/education/government	10	9	5	10	12

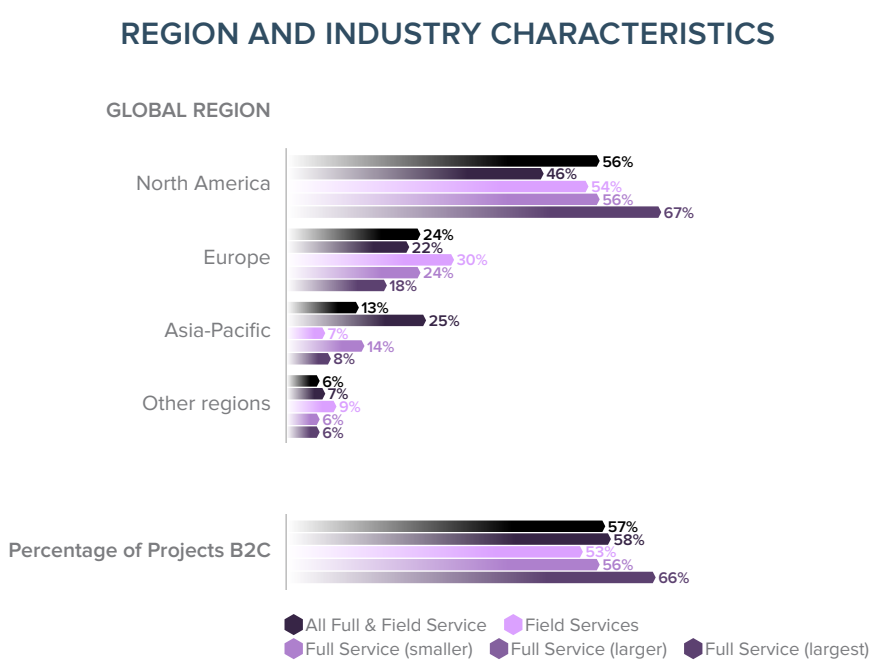
KEY IMPLICATIONS:

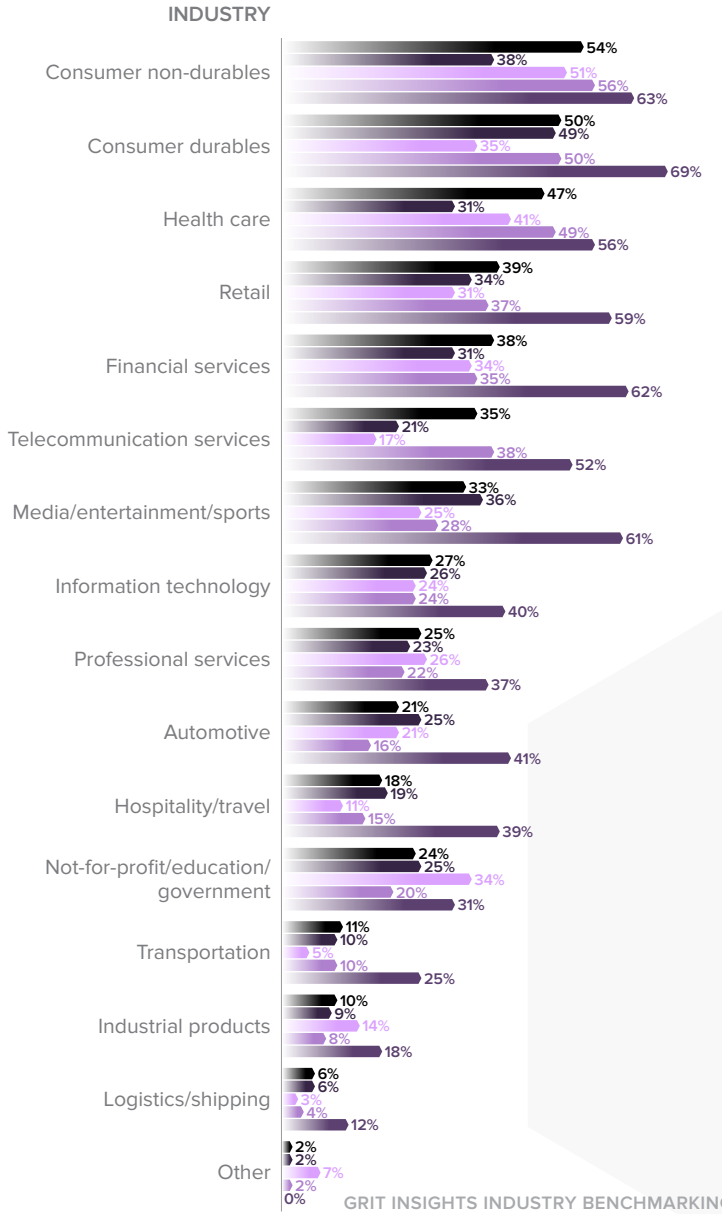
- These findings confirm conventional wisdom that consumer research drives the industry and that the largest full service research suppliers need to have several strong sources of revenue beyond FMCG.
- The fact that no industry comprises a majority among field service suppliers (although consumer durables comes close), suggests that field service suppliers may tend to focus on certain industries in which they are more expert.

See next page for detailed chart ›

In general full service supplier size increases with the percentage of B2C research, and the two most common sources of revenue across full and field service suppliers are consumer durables and non-durables.

REGION AND INDUSTRY CHARACTERISTICS





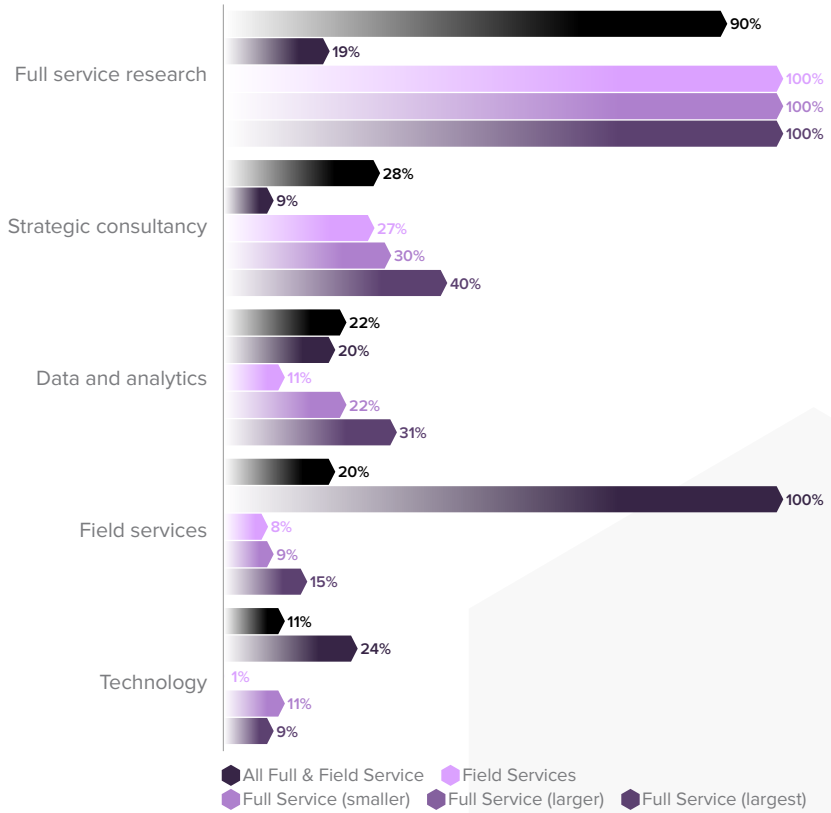
Most full service research and field services providers earn their revenue from their core service area, but some field services providers also earn revenue from data and analytics and technology, and the largest full service providers may also earn revenue from data and analytics and strategic consulting.

- Across size categories, at least one in four full service providers also earn revenue from strategic consulting, and this frequency increases with size.
- For full service research providers with more than 10 employees, at least one in five also earn revenue from data and analytics, and this frequency also increases with size.
- Among field services providers, about one in five earn significant revenue from one or more of full service research, data and analytics, or technology. They are twice as likely to earn significant revenue from technology as providers in any full service size category.

KEY IMPLICATIONS:

- Past GRIT reports have discussed the overlap between full service research and strategic consulting as more full service research firms try to offer more value-added services and some strategic consultancies try to broaden their reach via full service research. This overlap is evident in each size category, but more prominent in the largest ones who are likely building a market expectation that research and consulting are part of one whole.
- In the 21W1 Business & Innovation report, we discussed the seismic changes within the data and analytics field as more types of insights suppliers attempt to market their data and analytics expertise (e.g., field services providers) and pure data and analytics providers attempt to diversify (e.g., into field services).
- In the buyer version of this report, we highlight the collaboration between insights groups and internal analytics groups and their use of suppliers. This trend makes it much more appealing (or necessary) for large full service suppliers to add data and analytics to their portfolios.

ALL SOURCES OF REVENUE

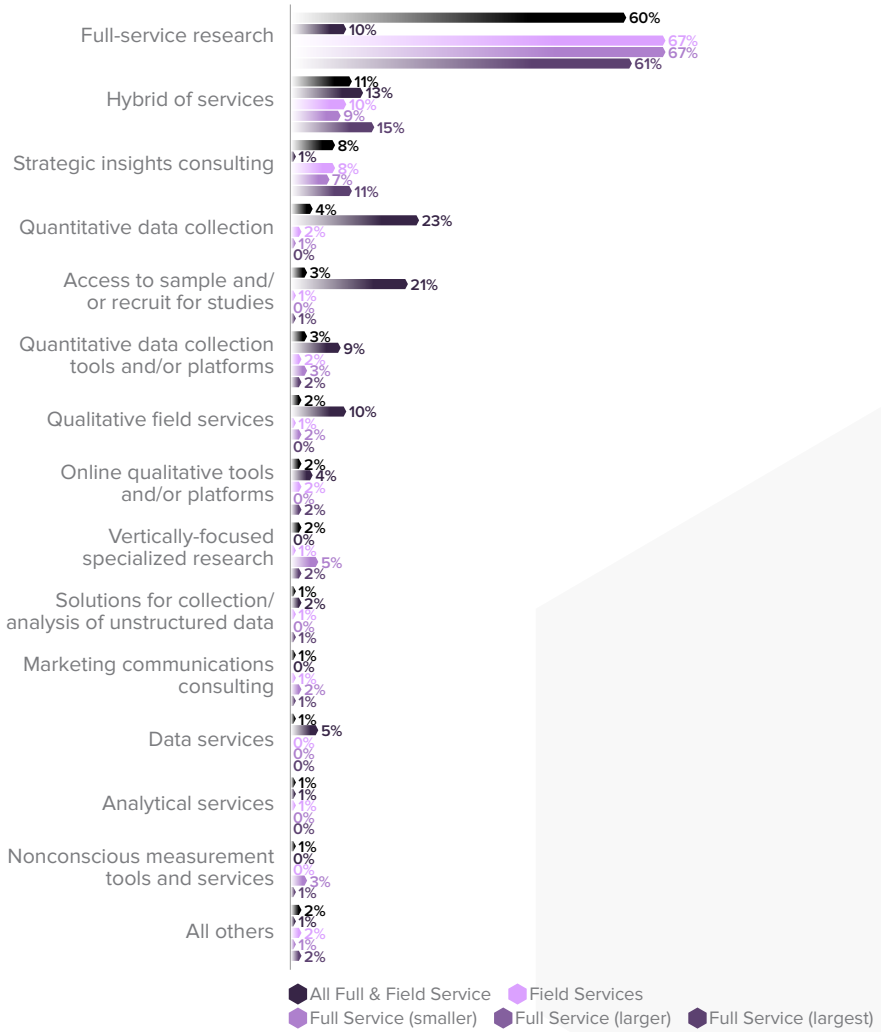


- Many field services providers recognize how technology and automation drive their business and are offering it as an additional revenue stream.

Although most who identify their greatest source of revenue as "full service research" also describe it as their primary service, up to one-third identify more strongly with another specific type of service, such as strategic insights consulting or vertically focused specialized research.

- About two-thirds of those who identify their greatest overall source of revenue as "full service research" also identify it as their primary service offering, although this proportion is somewhat lower for the largest firms.
- After that, the most consensus is around "hybrid of services" and "strategic insights consulting," but "primary" services also can include different kinds of consulting, data collection, or types of data.
- When asked for a primary service offering, field services firms are diverse in their responses. Most frequently, they name quantitative data collection or access to sample or recruiting, followed by "hybrid of services," full service research, qualitative field services, and quantitative data collection tools or platforms.

PRIMARY SERVICE OFFERING



KEY IMPLICATIONS:

- For many, "full service research" is a distinct service offering, but others think of it more as a general case of or an enabler for more specific kinds of service, such as strategic insights consulting or vertically-focused research.
- For field services, we can see the blending of data and analytics and technology services clearly in what is chosen as a primary service offering.

Considering all services offered, the diversification of the largest full service research providers is clear, but it is also clear that quantitative data collection and access to sample or recruiting are foundational for field services.

- Regardless of size, most full service research suppliers list strategic insights consulting among their service offerings.
- Most of the largest full service providers also name data and analytics and specific kinds of consulting:
  - Quantitative data collection
  - Nonconscious measurement tools and services
  - Analytical services
  - Brand strategy consulting
  - Customer or user experience consulting
  - Marketing communications consulting
  - Product innovation consulting
- The services that most distinguish larger full service providers of at least 11 employees from smaller ones are related to data and analytics, not consulting:
  - Quantitative data collection
  - Analytical services
  - Access to sample and/or recruit for studies
  - Solutions for collection/analysis of unstructured data
  - Quantitative data collection tools and/or platforms
  - Data services
  - Nonconscious measurement tools and services
  - Online qualitative tools and/or platforms
- Most field services firms offer quantitative data collection and access to sample or recruiting.

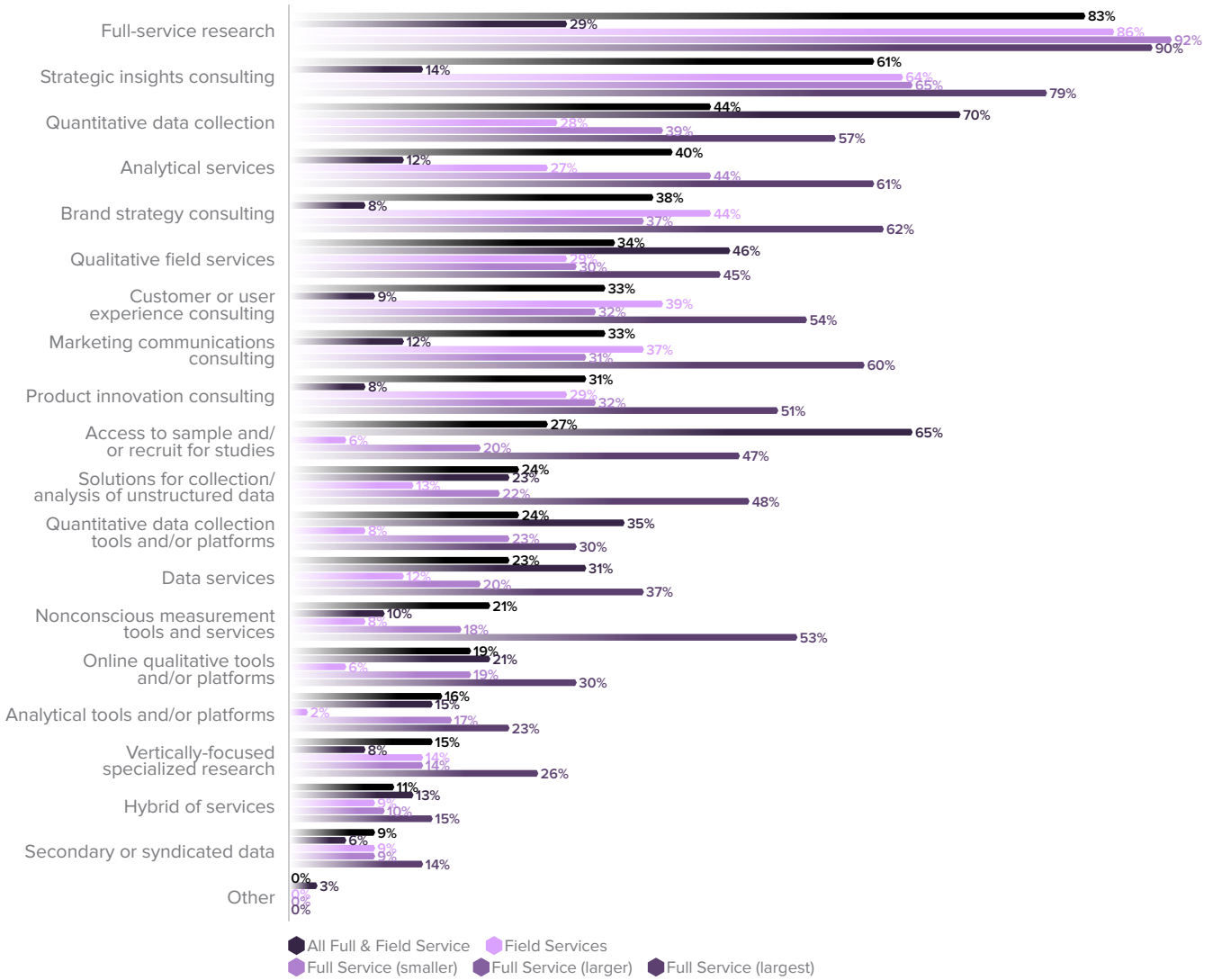
KEY IMPLICATION:

› Smaller full service research providers are primarily concerned with full service research and different types of consulting, but those with more than 10 employees are more engaged with areas that compete with field services providers and data and analytics providers.

See next page for detailed chart ›

Considering all services offered, the diversification of the largest full service research providers is clear, but it is also clear that quantitative data collection and access to sample or recruiting are foundational for field services.

ALL SERVICE OFFERINGS



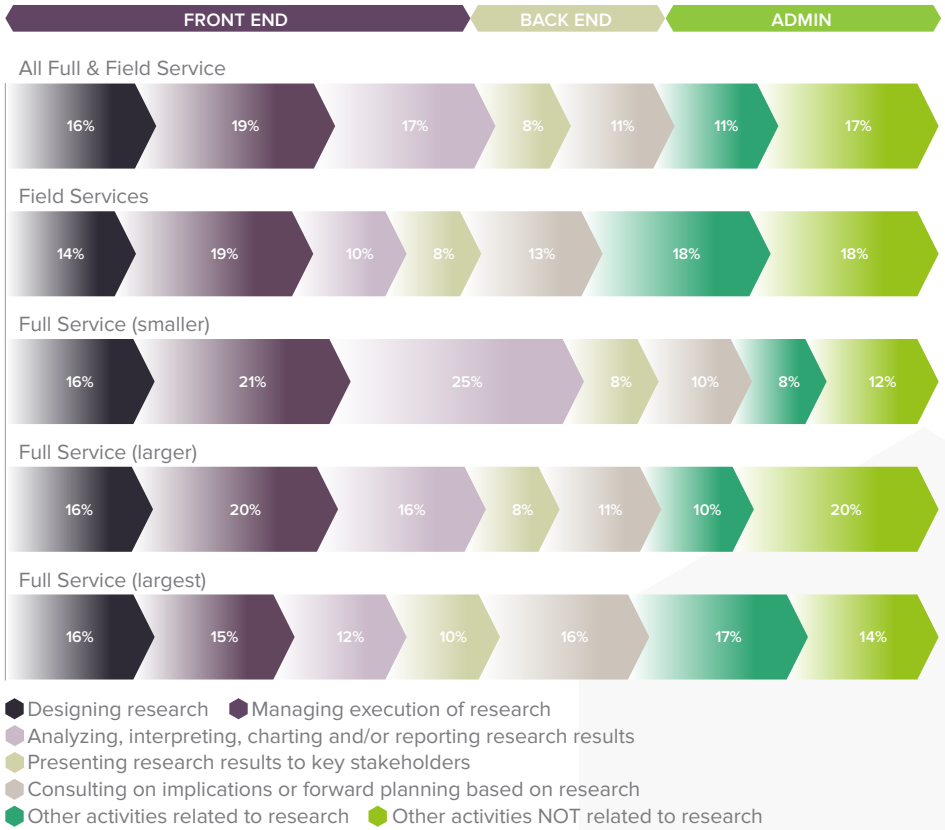
The largest full service research suppliers spend more of their time presenting results and consulting on implications; the smallest full service research providers spend twice as much time on analysis and report development as the largest.

- Full and field service suppliers spend about one-third of their time designing and managing research, from a low of 31% (largest full service) to a high of 37% (smallest full service).
- They spend about 20% of their time on presenting results and consulting on implications, from a low of 18% (field services) to a high of 26% (largest full service).
- Field services providers spend only 10% of their time on analysis and report development, while the smallest full service providers spend 25% of their time and the largest spend only 12%.
- Field services providers spend more than one-third of their time on other activities not related to designing, managing, analyzing, reporting, presenting, or consulting.
- Full service research providers spend less than one-third of their time on these other activities, from a low of 20% for smaller suppliers to about 30% for suppliers with more than 10 employees. The largest full service suppliers spend twice as much time on "other" research tasks as the smallest.

KEY IMPLICATIONS:

- Although full service research suppliers of all sizes are likely to also provide some kind of strategic consulting, only the largest of them are leveraging their time more toward presenting results and consulting on their implications. The smallest ones seem to be spending too much time on analysis and report development, a trend we also see among buyers with smaller insights staffs.
- The largest ones also spend the most time of any full service supplier category on "other" research activities, an amount similar to field services providers. Both categories are concerned with diversification, and they may be spending some of this time on R&D.

% OF TIME SPENT ON ACTIVITIES



Across full and field service providers, the top priority skill to develop is market research expertise. Second among full service is analytical expertise; among field services, people skills are second.

	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Key Priority	3.4	3.0	3.4	3.5	3.2

- Across full and field service providers, most say market research expertise is a key priority to develop among staff.
- Most full service providers with more than 10 employees also cite analytical expertise, innovative focus, and people skills as key priorities. Nearly half or more say that business knowledge is also a priority.
- Full service suppliers with 10 or fewer employees are much less likely to cite innovative focus as a priority, but share the need for analytical expertise, people skills, and business knowledge with larger suppliers.
- Field services providers have similar priorities, except that analytical expertise is a priority for fewer than one-third of them.

Key Skill Priorities Ranked	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Market research expertise	1	1	1	1	1
Analytical expertise	2	6	2	2	2
Innovative focus	3	3	5	3	4
People skills	4	2	3	4	3
Business knowledge	5	4	4	5	5
Technical/computer expertise	6	5	6	6	6

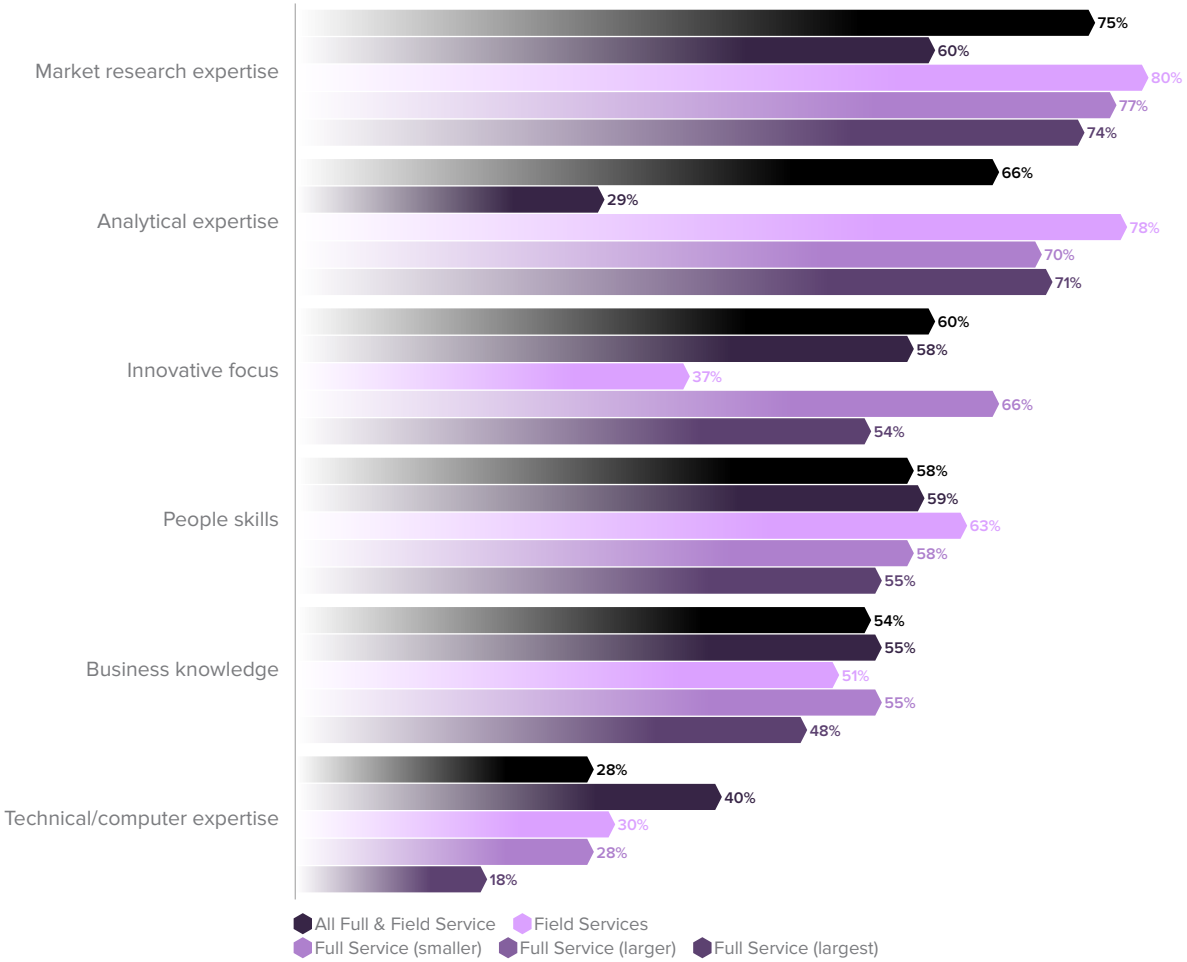
KEY IMPLICATIONS:

- These key priorities highlight how insights providers need to bolster the areas of expertise that define their services, but also raise some questions.
- As the larger full service research providers are more deeply into strategic consulting than the smaller ones, should they also be more likely to prioritize business knowledge instead of just as likely?
- Smaller full service research providers are the least likely to prioritize innovative focus when we might expect that it's the small providers who thrive on innovation. Is this formula reversed for full service providers, with buyers depending on smaller firms to provide services that are more traditional and reliable than the larger diversifying suppliers?
- Only 12% of field services providers offer analytical services and less than one-third prioritize analytical expertise. Are many of them missing an opportunity to diversify into an adjacent service area?

See next page for detailed chart ›

Across full and field service providers, the top priority skill to develop is market research expertise. Second among full service is analytical expertise; among field services, people skills are second.

SKILL EMPHASIS: KEY PRIORITY



The most common recipients of deliverables from full and field service providers are the insights group and marketing, and most full service providers with more than 10 employees also name analytics.

	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Receive/Create New Insights	3.6	3.1	3.3	3.7	3.3

- Across full and field service categories, at least three functional areas receive their deliverables, on average.
- Within each full service size category, most say the insights group and marketing receive their deliverables, either to create new insights or to apply the learnings.
- For full service providers with more than 10 employees, most say the analytics team also receives them.
- For those with 10 or fewer employees, most say product management receives their deliverables even though they are the least likely to offer product innovation consulting.
- Full service providers with 11 to 1,000 employees name more recipients of deliverables, on average, particularly the executive team and other teams not ordinarily associated with insights research, such as operations, procurement/compliance, finance, and human resources.
- Recipients of deliverables from field services providers are most likely to be the insights group, marketing, analytics, or product management.

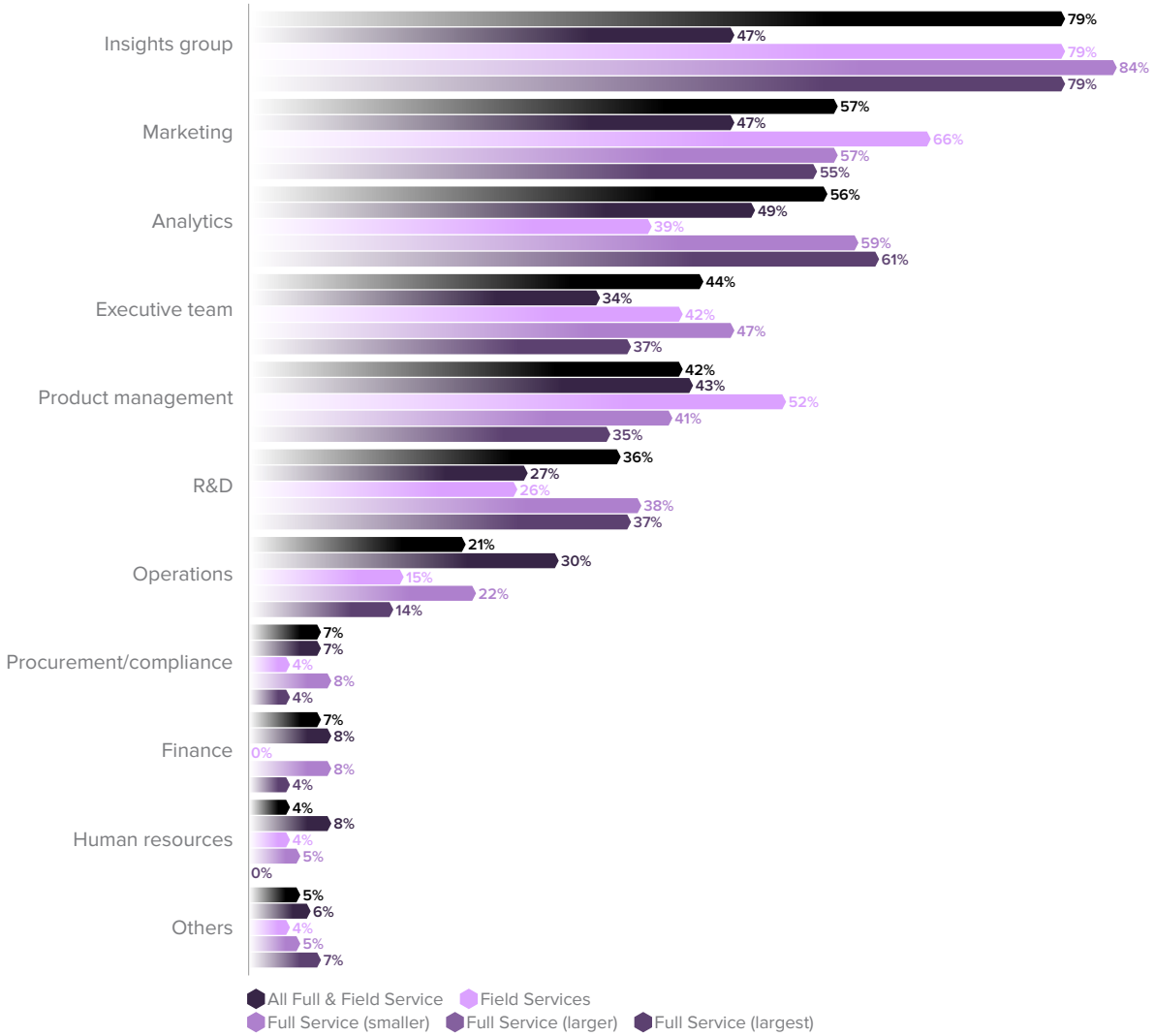
KEY IMPLICATIONS:

- Research deliverables from full and field service providers touch multiple functional areas, and suppliers need to make sure they are aware of their reach when designing them.
- Even though 78% of smaller full service firms prioritize analytical skills, only 27% of them offer analytical services and only 39% reach an analytics team with deliverables. This may be driven by the fact that they spend so much more time on analysis and report development and the likelihood that they work for companies that are too small to have independent analytics teams or else they might work for highly specialized departments within larger buyers.
- The facts that the largest full service suppliers report fewer recipients and name the executive team less frequently than those with 11 to 1,000 employees suggest that they more typically work for larger buyers in which deliverables do not typically flow through the entire organization.
- Although field services suppliers report as many recipients, on average, as full service suppliers, theirs are more diverse, suggesting differences between their typical deliverables versus those from a full service firm.

See next page for detailed chart ›

The most common recipients of deliverables from full and field service providers are the insights group and marketing, and most full service providers with more than 10 employees also name analytics.

ENGAGEMENT WITH INSIGHTS: RECEIVE DELIVERABLES & CREATE NEW INSIGHTS



Insights groups are the most common gatekeepers for full and field services, but by no means the only ones.

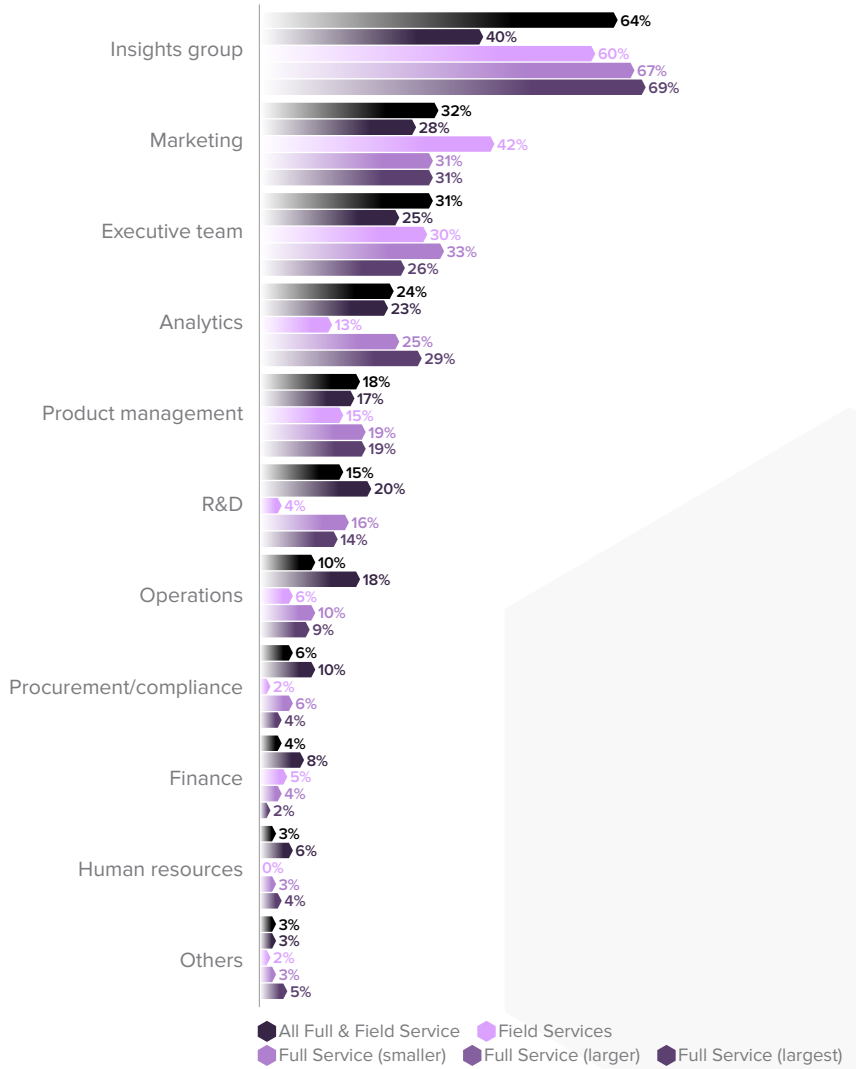
	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Key Decision-makers	2.1	2.0	1.8	2.2	2.1

- On average, customers of full and field services suppliers have one or two key decision-makers select methodologies and partners.
- Most, but not nearly all, full service suppliers name the insights group as a key decision-maker; next most frequent is marketing, particularly among smaller full service firms. The executive team is a key decision-maker for one-quarter to one-third of full service firms.
- For full service firms with more than 10 employees, the analytics team is more likely to be a key decision-maker as well as R&D, though to a lesser extent.
- For field services firms, the insights group is the most common key decision-maker, though not for a majority. Marketing, the executive team, analytics, and R&D are the next most common.

KEY IMPLICATIONS:

- Insights groups are the most common gatekeeper for full and field services, but not the only one, and, often, there is not one involved at all.
- While insights groups are the most common gatekeeper for field services, it looks like field services are more likely than full service research to be purchased directly by functional areas that want primary data to analyze and use themselves.

ROLE IN SELECTING METHODOLOGIES/PARTNERS: KEY DECISION-MAKER



Influence over methodology and partner selection comes from many functional areas, led by insights groups but often including marketing, executives, analytics, product management, and others.

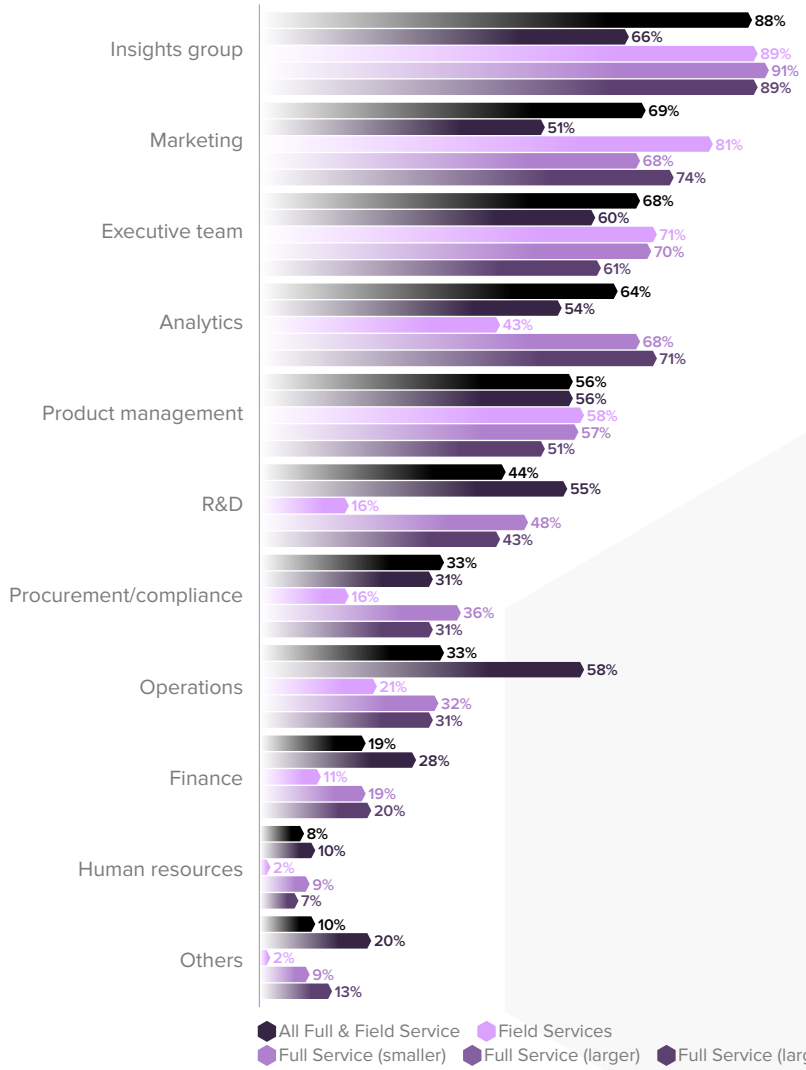
	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Decision-makers/ Influencers	4.9	4.9	4.1	5.1	4.9

- Across full service research and field services providers, at least four functional areas, on average, are involved as primary decision-makers or key influencers in the selection of methodologies and partners. For full service providers with more than 10 employees and field services, nearly five are involved.
- For full service research providers, an insights group is nearly always involved, and most also name marketing, an executive team, or product management.
- For most full service providers with 10 or more employees, analytics is also involved. R&D, procurement/compliance, and operations are also more likely to be involved for these larger full service firms.
- For most field services providers, selection includes influence from an insights group, an executive team, operations, product management, R&D, analytics, and marketing.

KEY IMPLICATIONS:

- Although many functional areas can be involved in the selection of methodologies and partners, it's a good bet that an insights group will be somewhere in the mix.
- Once again, full service research firms with 10 or fewer employees are least likely to be involved with analytics groups, but they are just as likely to be evaluated by marketing, executive teams, and product management.
- The pattern for field services firms suggests that while insights groups are likely to be involved, there may be more direct relationships with other areas that need primary data than there are for full service research.

ROLE IN SELECTING METHODOLOGIES/PARTNERS: KEY DECISION-MAKER OR INFLUENCER



For all full service research and field services providers, understanding clients' goals and strategies and having the trust of the ultimate decision-maker are table stakes.

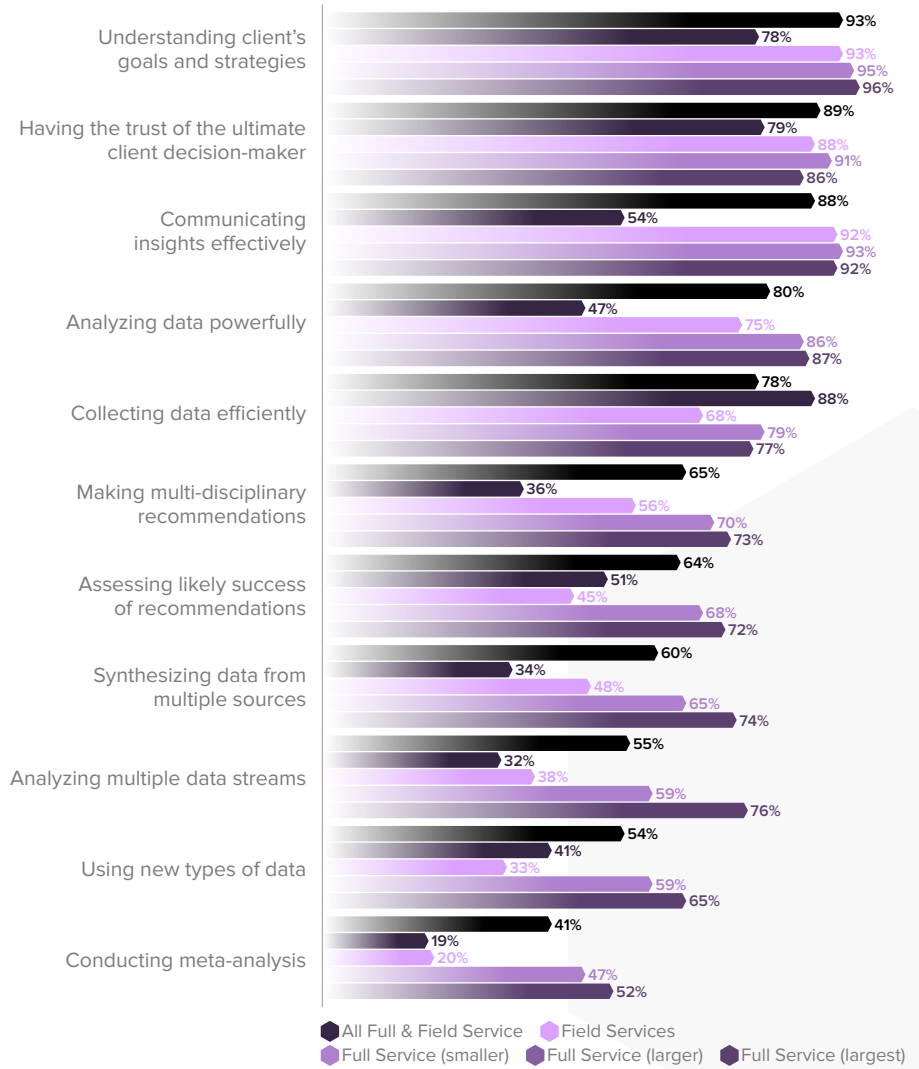
	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Best-In-Class or Among Leaders	7.7	5.6	6.6	8.1	8.5

- Almost all full service research providers say they need to be best-in-class or among the leaders in:
  - Understanding client's goals and strategies
  - Having the trust of the ultimate client decision-maker
  - Communicating insights effectively
  - Analyzing data powerfully
- Full service research providers with 11 or more employees are much more likely than smaller ones to focus on analyzing multiple data streams, using new types of data, and conducting meta-analysis.
- For field services providers, the Number 1 priority is collecting data efficiently, followed by understanding client's goals and strategies and having the trust of the ultimate client decision-maker.

KEY IMPLICATIONS:

- Clearly, full service research and field services providers know they need to have a good understanding of what their clients need to accomplish and need to have their trust if they want to be competitive.
- Full service research providers of all sizes need to be able to analyze data powerfully and communicate insights effectively, and those with more than 10 employees understand that they need to diversify, particularly with respect to the types of data they can bring to bear on client business issues.
- For field services providers, client trust and understanding need to be packaged with efficient data collection for them to be competitive.

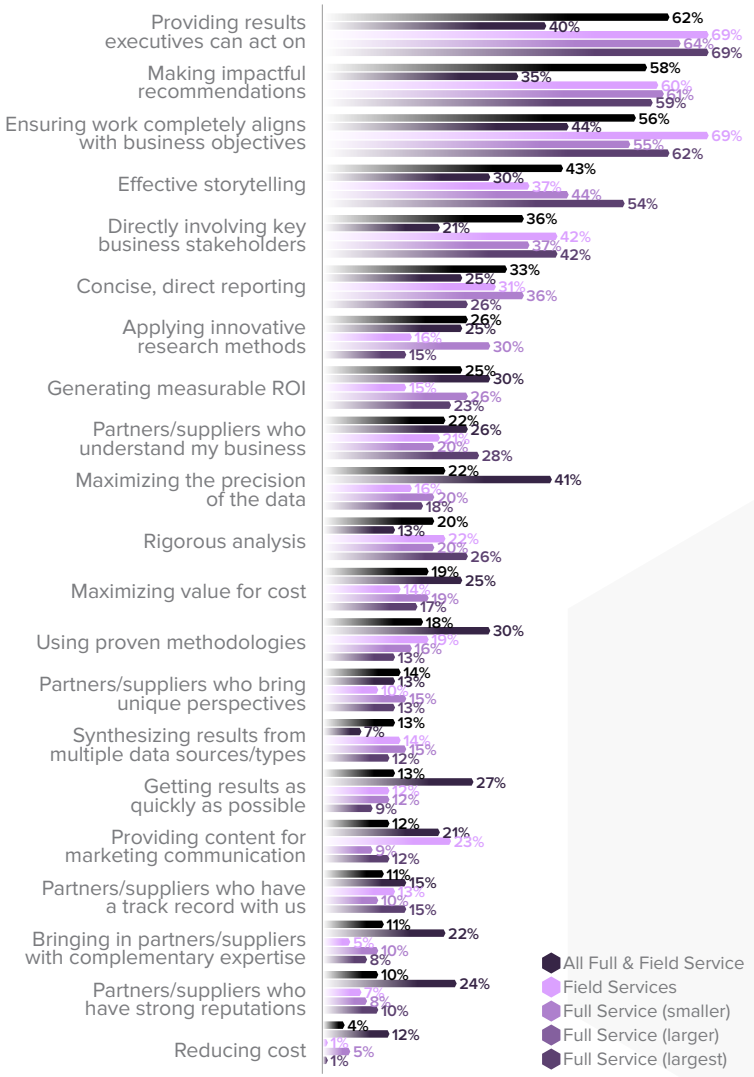
KEY SKILLS AND INITIATIVES: MUST BE BEST-IN-CLASS MUST BE BEST-IN-CLASS OR AMONG LEADERS



The keys for insights success follow the path laid out from the strategic priorities, stressing insights effectiveness and client impact.

- The top 3 keys to insights success for full service research providers are providing results executives can act on, making impactful recommendations, and ensuring work completely aligns with business objectives.
- These are followed by effective storytelling and directly involving key business stakeholders.
- The biggest difference is applying innovative methods, seventh for full service suppliers with 11 to 1,000 employees but outside the top 10 for others.
- Field services share four of the top five with full service providers, but they elevate maximizing data precision in place of directly involving key business stakeholders.

MOST IMPORTANT TO SUCCESS OF INSIGHTS WORK



KEY IMPLICATIONS:

- Full service research and field services suppliers agree that insights success ultimately depends on making an impact on the client's bottom line by meeting the objectives they specify and communicating the results effectively.
- For full service suppliers with 11 to 1,000 employees, applying innovative methods is nearly twice as important as for the smaller and largest full service suppliers.

The most commonly followed best practices among full service research and field services providers are ensuring that research aligns with business objectives, focusing on future growth, and exploring new ways to do things.

	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Always/Frequently	6.7	5.3	5.2	7.2	6.8

- Across full service research and field services providers, most always or frequently:
  - Ensure that research initiatives align with senior stakeholders' business objectives
  - Focus on future growth strategy
  - Explore new methods, technologies, and other ways of doing things
- Most full service providers also regularly interact with senior stakeholders, and most of those with more than 10 employees also promote their research to the broadest possible audience.
- Further, most of the largest full service providers prioritize building socially diverse teams, and most of those with 11 to 1,000 employees are involved in strategic planning at the business unit level, use multiple data sources to address business issues, and give clients access to active dashboards and visualization tools.
- Most field services providers also give clients access to active dashboards and visualization tools.

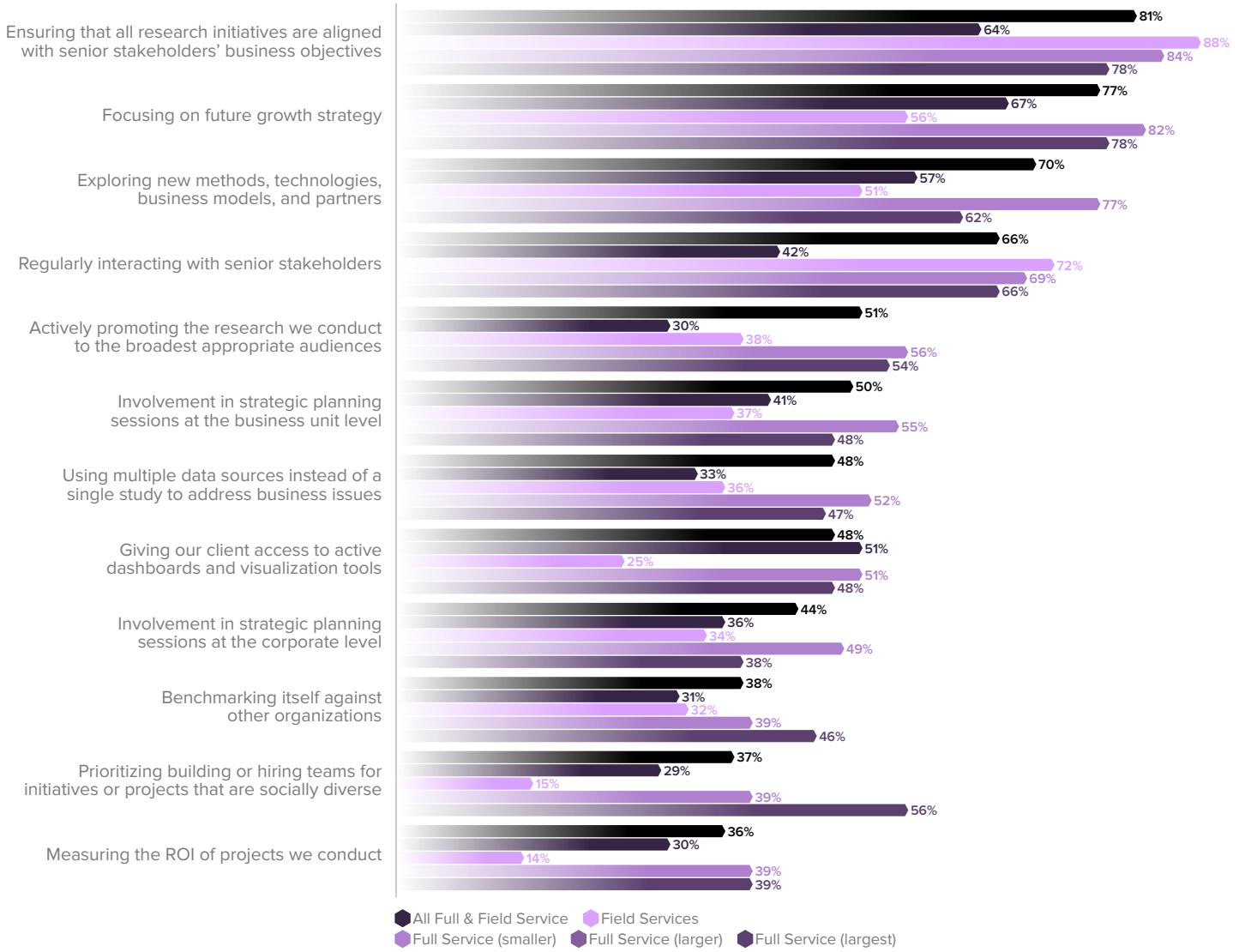
KEY IMPLICATIONS:

- The keys to project success dovetail well with the best practices: in both cases, providers focus their attention on sticking to the business objectives and aligning with senior stakeholders.
- It's also common to look for new ways to do things, although it seems some suppliers, like full service suppliers with 11 to 1,000 employees, are more dedicated to innovation than others.
- Other common practices help to keep the supplier top-of-mind with clients, such as actively promoting the research and providing dashboards.
- For the largest suppliers, building socially diverse teams is also a practice common to most.

See next page for detailed chart ›

The most commonly followed best practices among full service research and field services providers are ensuring that research aligns with business objectives, focusing on future growth, and exploring new ways to do things.

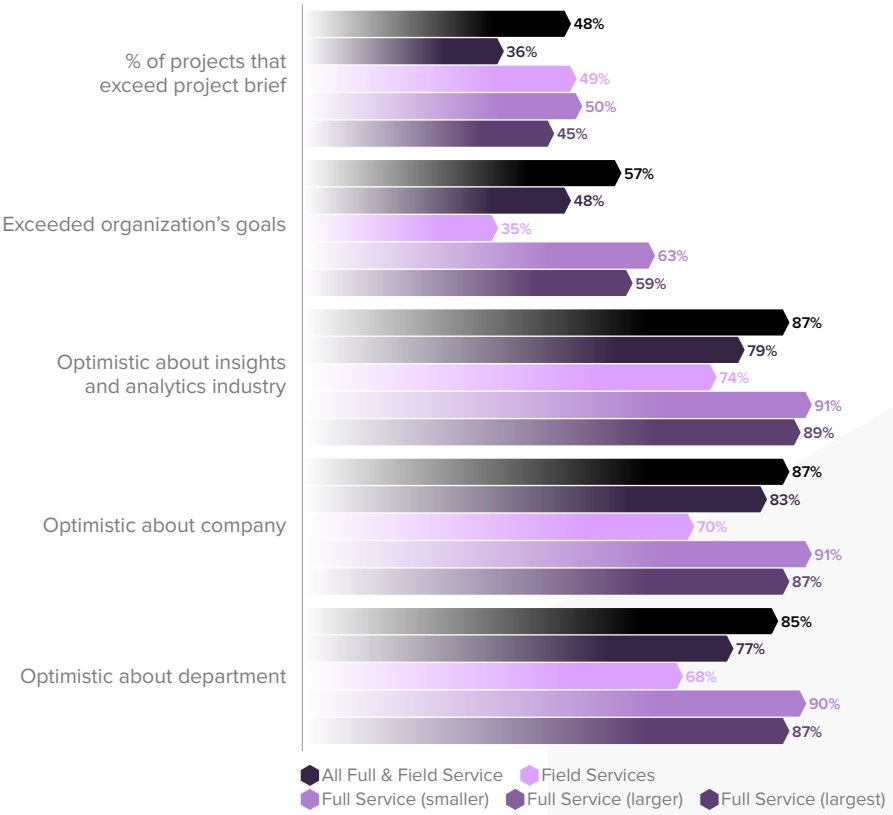
ACTIVITIES DONE ALWAYS/FREQUENTLY



Larger full service research suppliers with more than 10 employees are more likely than smaller ones or field services firms to have exceeded their overall goals and be more optimistic.

- Full service research suppliers report that 45% or more of their projects exceed the business needs stated in the project brief, while just over one-third of field services providers make the same claim.
- Most full service research suppliers with more than 10 employees say they exceeded their organization's goals, compared to just over one-third of smaller full service suppliers and about one-half of field services suppliers.
- The larger full service suppliers are also more optimistic about their role at their company, their company, and the industry than the smaller full service or field services firms.

INSIGHT FUNCTION PERFORMANCE AND ATTITUDE



KEY IMPLICATIONS:

- Exceeding project goals is not as important as exceeding overall goals as optimism is more clearly related to the latter.
- A lower percentage of the project portfolio exceeds goals for field services because, typically, the outcomes are binary: goals are either met or not met.
- Full service research providers with 11 to 1,000 employees are somewhat more likely to be exceeding their overall goals, and this may be related to their keener interest in innovation, which represents a broadening of objectives and greater opportunities when successful.

Across full service research and field services providers, the most common priorities for technology investment are data collection techniques and sample quality and/or management.

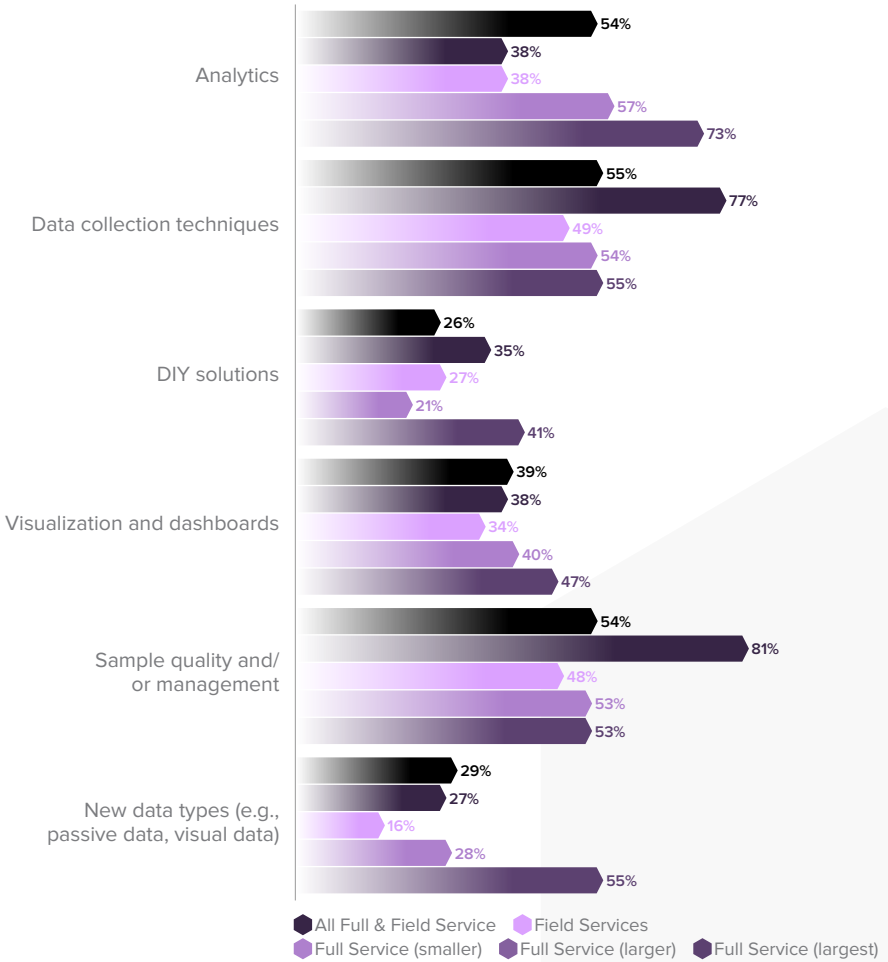
	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Key Priorities	2.6	3.0	2.1	2.5	3.2

- Most full service research suppliers with more than 10 employees prioritize technology investments in analytics, data collection techniques, and sample quality and/or management.
- Smaller full service research providers focus their technology investments on data: nearly half prioritize collecting data and/or sample quality/management.
- Uniquely, most of the full service research providers with more than 1,000 employees prioritize investment in new data types, and this group is much more likely than others to invest in DIY solutions.
- Among field services providers, almost all prioritize data collection and sample quality or management.

KEY IMPLICATIONS:

- If there is an area to address first via technology, it is data. The most common priorities across supplier types are data collection techniques and sample quality and/or management.
- As full service research providers grow and diversify their services, they are using technology to support analytics, and the largest of them are investing in new data types.
- The largest full service research providers handle the largest volume of work with the largest number of employees and want to maximize the time they spend presenting results and consulting on implications. Consequently, they are the most likely to invest in DIY solutions.

TECHNOLOGY INVESTMENTS: KEY PRIORITIES



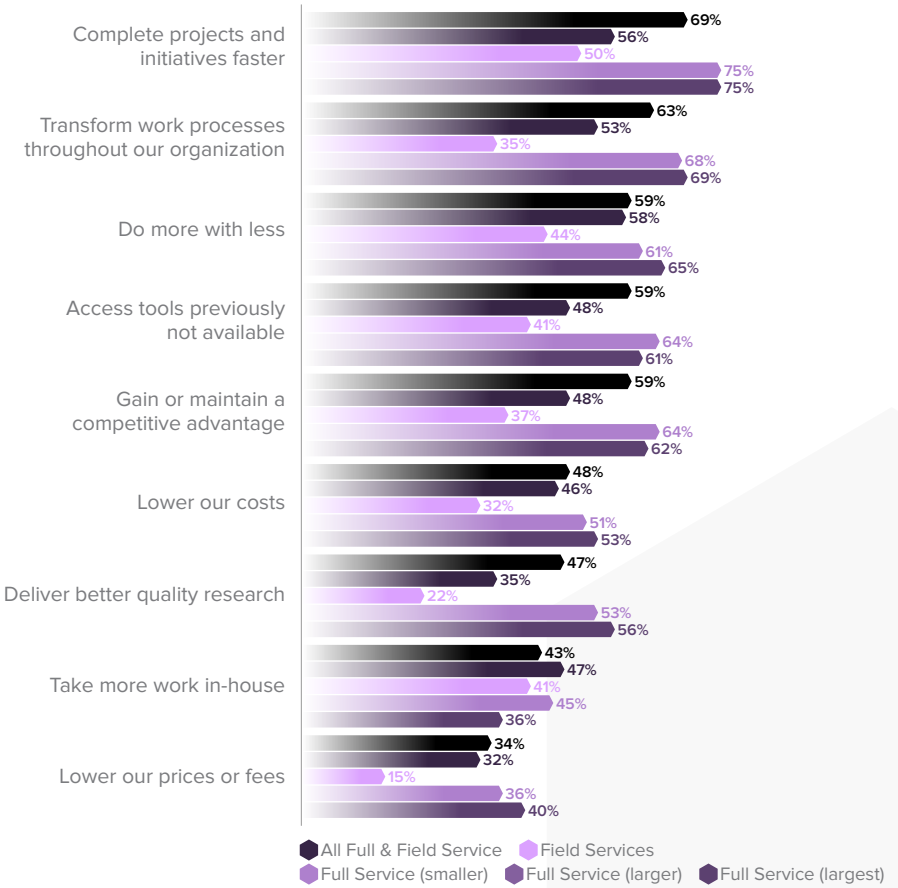
Automation's main benefit is to enable projects and initiatives to be completed faster, and full service research suppliers with more than 10 employees see many more benefits.

- Across full service research and field services suppliers, half or more believe that automation will help them complete projects and initiatives faster.
- Among full service providers with more than 10 employees and among field services providers, most also believe automation will transform work processes throughout their organizations and enable them to do more with less.
- Further, full service providers with more than 10 employees see automation giving them access to new tools, a competitive advantage, lower costs, and better quality research.

KEY IMPLICATIONS:

- In each GRIT report, speed continues to be one of the essential criteria buyers use to evaluate methods, and full service research and field services suppliers believe technology will help them meet this need.
- Possibly because they have greater need or maybe because they have greater resources, full service research providers believe automation will deliver many benefits beyond speed, transforming work processes, increasing both efficiency and capabilities, and even lowering costs while improving quality.
- Beyond speed, most field services providers believe automation will help them transform work processes and improve efficiency.

ROLE OF AUTOMATION: AGREEMENT (TOP 2 BOX)



Across full service research and field services suppliers, charting and infographics is the consensus favorite task for which automation has or will have a key role.

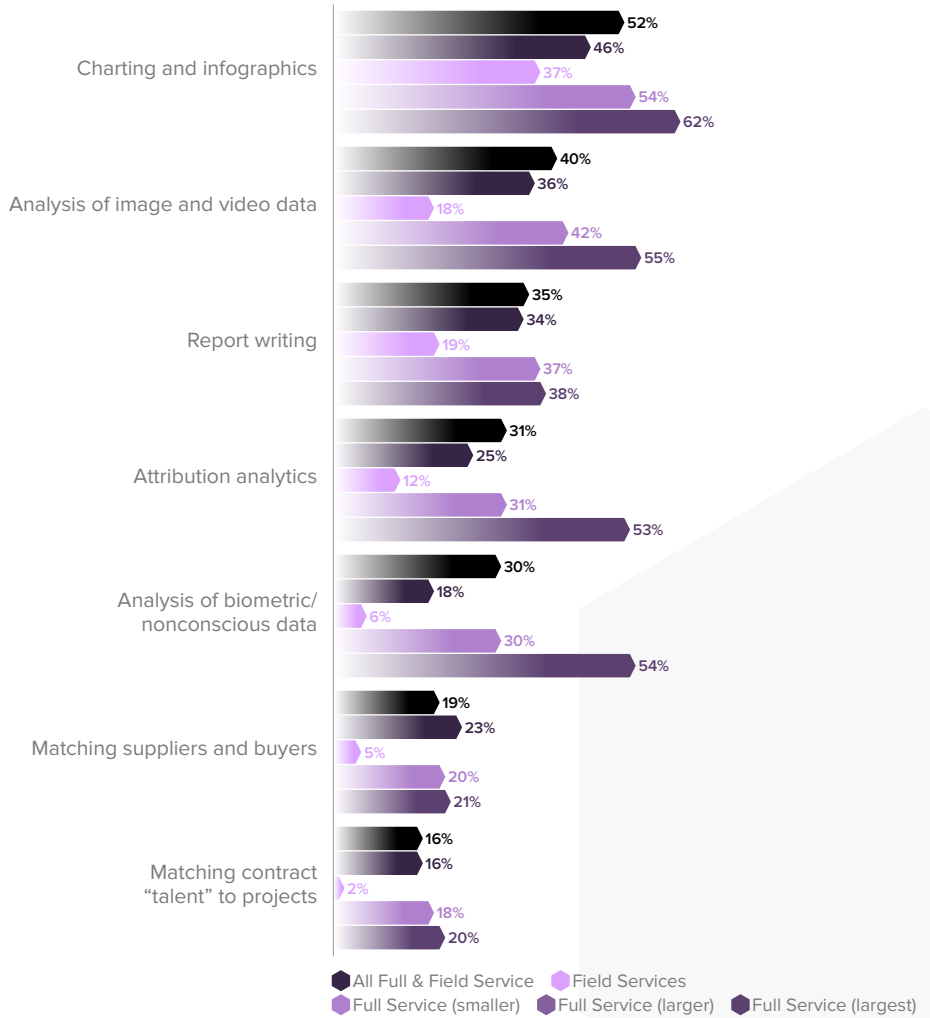
	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Have/Will Have Key Role	2.2	2.0	1.0	2.3	3.0

- Most full service research providers with more than 10 employees believe automation has or will play a key role in charting and infographics.
- Most with more than 1,000 employees also believe it has or will play a key role in analysis of image and video data, attribution analytics, and analysis of biometric or nonconscious data.
- Among smaller full service research and field services providers, no task is considered key or potentially key by a majority. As with the larger full service providers, the most consensus backs its application to charting and infographics.

KEY IMPLICATIONS:

- The largest full service research suppliers are leveraging or will leverage automation to support their key strategies regarding effective communication, cutting time from analytics and charting, and diversifying the kinds of data they use and analytics they perform.
- None of these tasks commands a majority of support from field services providers, but these tasks are not typically core components of their services.
- However, the relative lack of interest from full service providers with 1,000 or fewer employees may or may not be concerning. Ceding an automation advantage to the largest providers in charting and infographics may tip the scales more in favor of the latter. With respect to the other major areas – analysis of image and video data, attribution analytics, and biometric/nonconscious data – ceding an advantage may not make a difference if the smaller firms have already decided they will not enter these areas.

ROLE OF AUTOMATION: HAS/WILL HAVE A KEY ROLE



Automation is most likely playing or will play a key role in analysis of survey data, and the largest full service research suppliers see it playing a key role in several more areas.

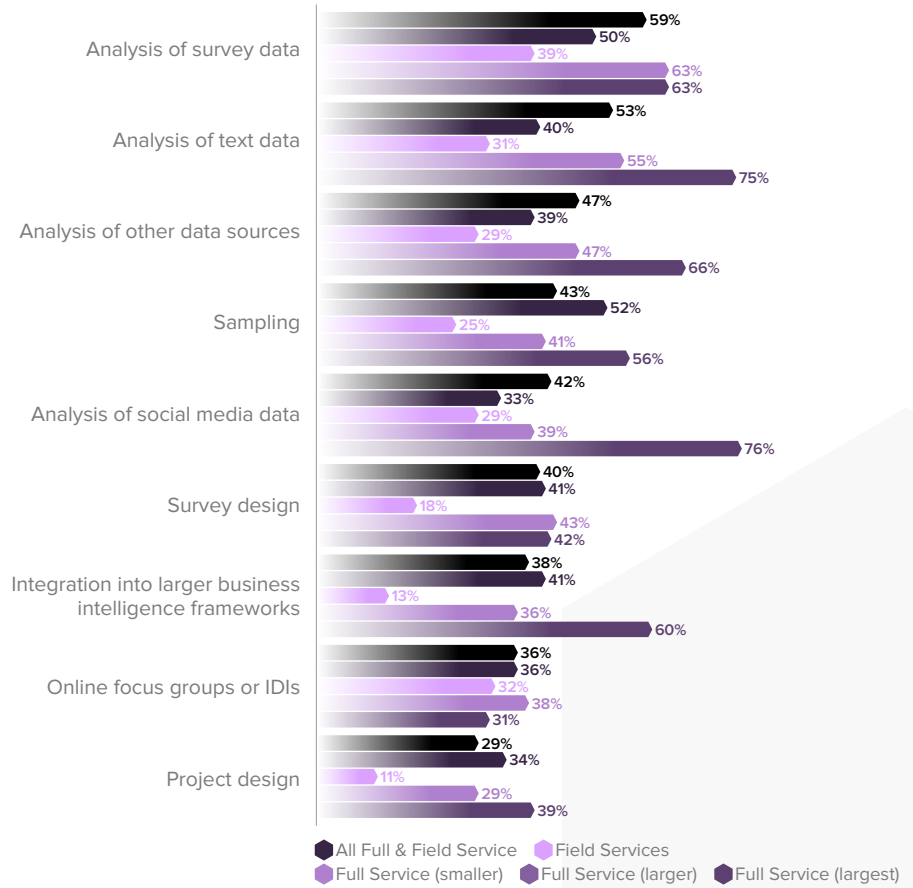
	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Have/Will Have Key Role	3.9	3.7	2.3	3.9	5.1

- Most full service research providers with more than 10 employees believe automation plays or will play a key role in analysis of survey data and text data.
- Further, most of the largest firms believe it has or will have a key role in analysis of other kinds of data, such as social media, as well as in sampling and integration into the larger business intelligence framework.
- A slight majority of field services providers believe automation plays or will play a key role in sampling, and about half believe this with regard to analysis of survey data.

KEY IMPLICATIONS:

- Automation is likely to play a key role in helping the largest full service suppliers fulfill their strategies of diversifying their analytical services and better integrating business with research.
- Full service research providers with 1,000 employees or fewer are not necessarily planning to compete in these areas, although many of these in the 11 to 1,000 employee range do have such plans. Can they afford to let the largest firms build advantages via automation in these areas?
- The seemingly lukewarm response to automation by field service providers with respect to sampling may be unsettling as many of these firms may start losing business to competitors who have automated or to clients who have taken it in-house via automation.

ROLE OF AUTOMATION: HAS/WILL HAVE A KEY ROLE

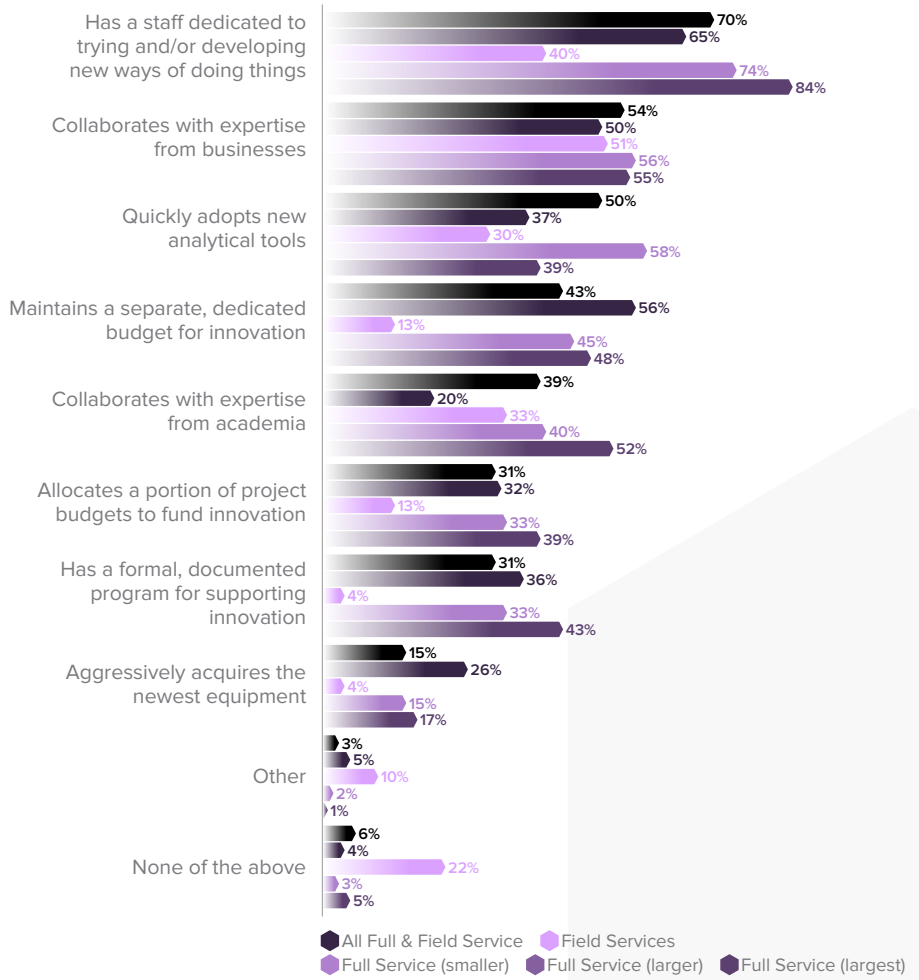


Full service research and field services providers invest in innovation in diverse ways, and full service providers with more than 10 employees and field services providers invest in at least three ways, on average.

	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Ways Invest in Innovation	3.4	3.3	2.0	3.6	3.8

- Most full service research providers who consider innovation at least a secondary priority invest in it by collaborating with business experts.
- Of full service providers with more than 10 employees, most also dedicate staff to trying new ways of doing things, and about half dedicate a separate budget for innovation.
- Most of those with 11 to 1,000 employees quickly adopt new analytical tools, and most of the largest full service providers collaborate with academic experts.
- Most field services providers dedicate staff to trying new ways of doing things and/or maintain a separate budget dedicated to innovation, and about half collaborate with business experts.

HOW INVEST IN INNOVATION



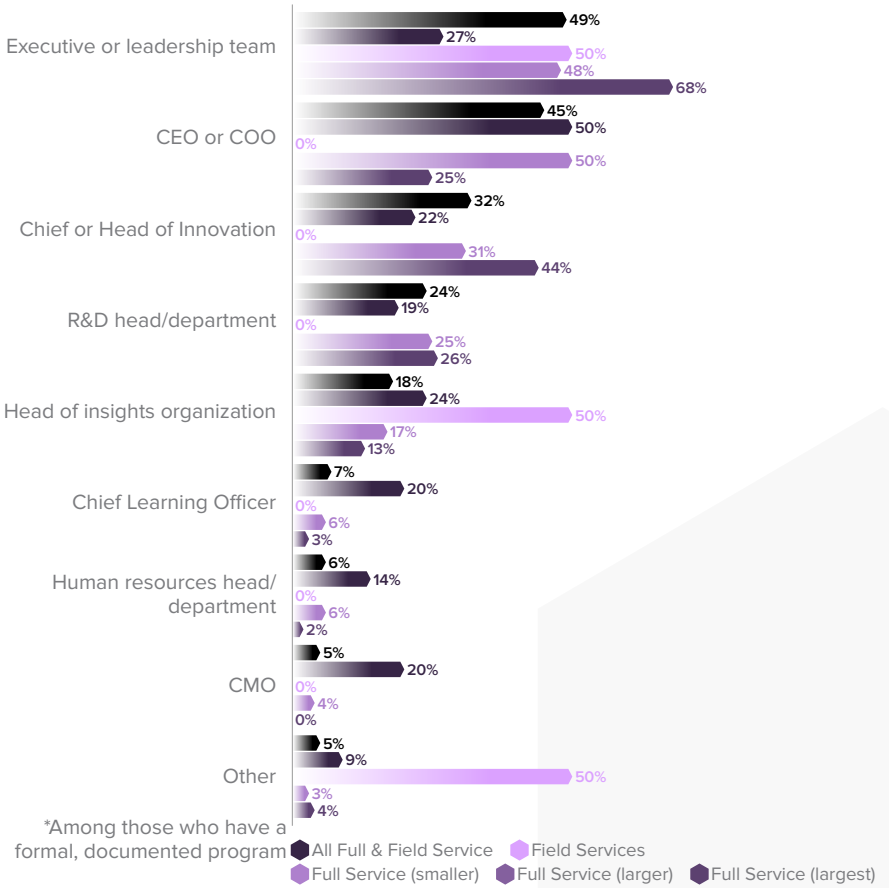
KEY IMPLICATION:

- In recent GRIT reports, we've discussed how the most successful innovators are the ones who dedicate a budget for it, and a formal, documented program helps to establish one.

Across full service research and field services providers with formal innovation programs, there is little consensus as to who runs it.

- Where a documented innovation program exists at the largest full service research providers, it is likely to be led by an executive or leadership team.
- Outside of that, there is little consensus, and within full service providers with 10 or fewer employees, there are too few documented programs to enable hypotheses about their program leaders.
- The most likely leaders are an executive or leadership team, a CEO or COO, or a Chief or Head of Innovation.

WHO LEADS INNOVATION*



KEY IMPLICATION:

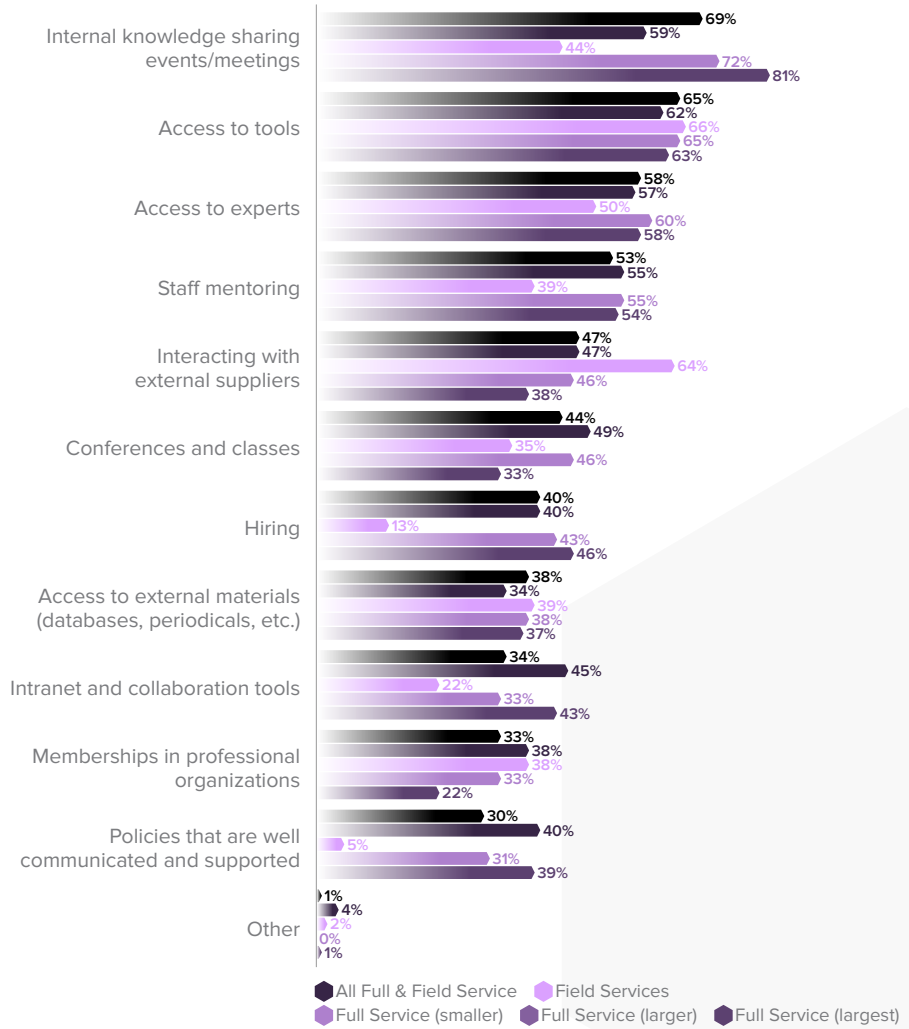
- Leadership of formal innovation programs is likely determined by the culture of each organization that has one, although there is some consensus among the largest full service research providers that it should be the executive or leadership team, unless they have created a distinct Department of Innovation.

Access to tools and access to experts are the most common ways that full service research and field services providers promote innovation.

	All Full & Field Service	Field Services	Full Service (smaller)	Full Service (larger)	Full Service (largest)
Avg. No. Ways Foster Innovation	5.1	5.3	4.2	5.2	5.2

- Across full service research and field services providers, most foster innovation by providing access to tools, and half or more provide access to experts.
- Except for smaller full service providers, most also employ internal knowledge sharing events and staff mentoring. They are also more likely to address innovation through hiring than are smaller full service providers.
- Most of the smaller full service providers promote innovation via interaction with external suppliers.
- Field services and the largest full service providers are the most likely to have policies that are clearly communicated.

TACTICS TO FOSTER INNOVATION



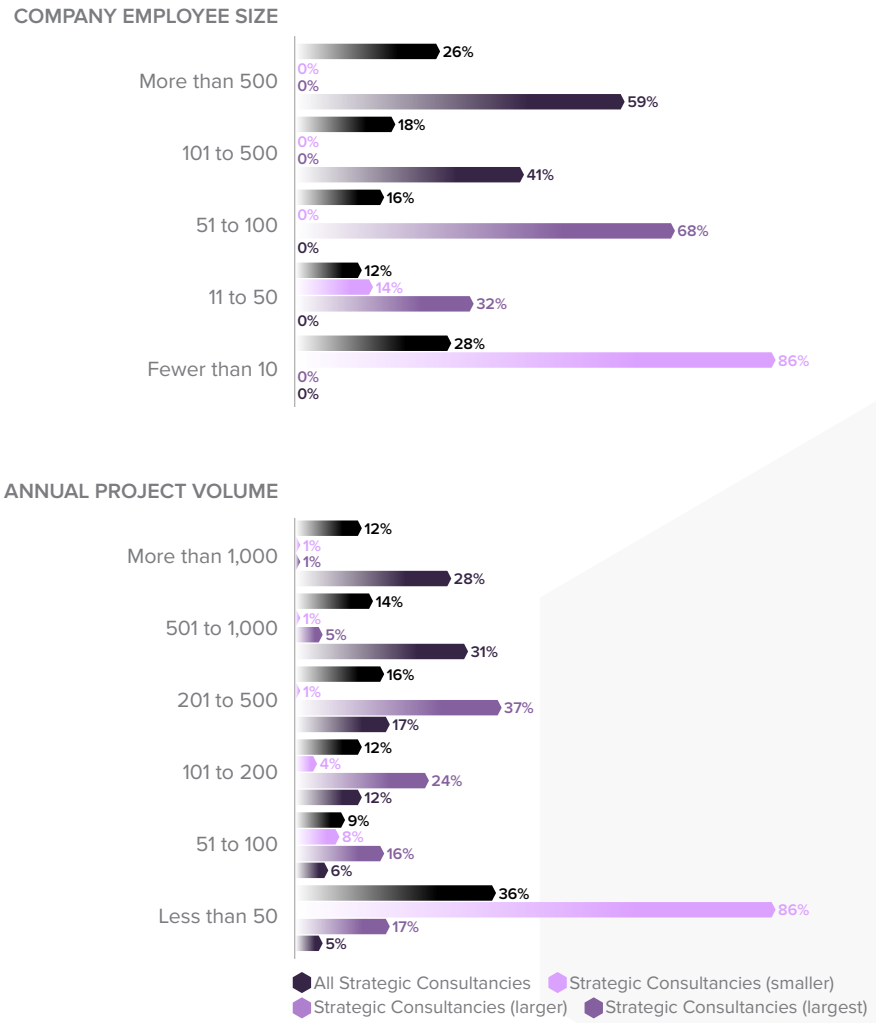
KEY IMPLICATIONS:

- Smaller full service providers seem to be more limited in how they can promote innovation, relying chiefly on access to experts and tools plus interaction with suppliers.
- Larger full service research and field services providers invest their own time in innovation, providing internal knowledge sharing events and mentoring, and many of the largest full service and field services providers also have policies that are clearly communicated.

Project volume is directly related to size of the strategic consultancy.

- For this benchmarking report, smaller strategic consultancies have fewer than 20 employees, larger ones have 20 to 100 employees, and the largest have more than 100.
- Project volume is directly, but not perfectly, related to employee size.

SUPPLIER SIZE CHARACTERISTICS



KEY IMPLICATION:

- These crude numbers show that project volume is directly related to employee size for strategic consultancies, but it is not a perfect relationship, and we expect the rest of the benchmarking report to show differences in how work is conducted at different sized strategic consultancies.

In general, strategic consultancy size increases with percentage of B2C research.

- Larger strategic consultancies do a higher percentage of B2C research.
- For strategic consultancies with more than 20 employees, the top sources of revenue include consumer non-durables, consumer durables, health care, and retail.
- The largest ones are also likely to earn more revenue from media/entertainment/sports while those with 21 to 100 employees are more likely to earn revenue from financial services.
- As with the larger consultancies, those with 20 or fewer employees list consumer non-durables and health care among their top revenue-generators, but also financial services, professional services, and not-for-profit/government/education.

Top Industries Served	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Consumer non-durables	1	1	1	2
Consumer durables	2	8	3	1
Health care	3	3	2	4
Retail	4	6	5	5
Financial services	5	2	4	6
Media/entertainment/sports	6	9	7	3
Professional services	7	5	8	9
Information technology	8	7	12	7
Telecommunication services	9	14	6	8
Not-for-profit/education/government	10	4	9	13

KEY IMPLICATIONS:

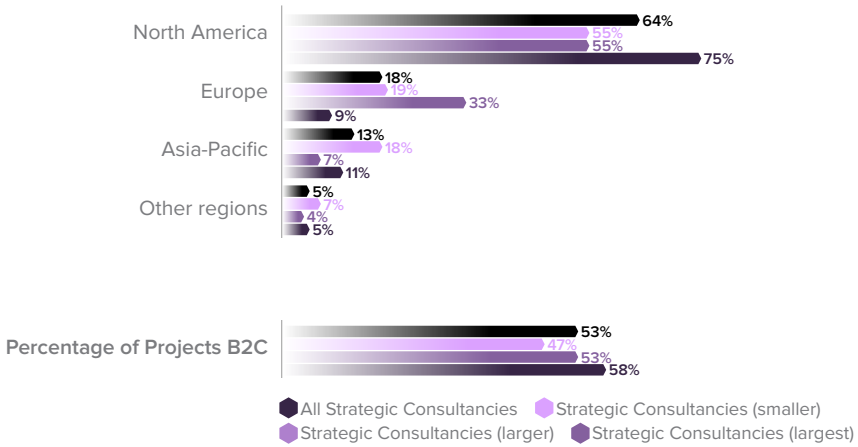
- As with full service research and field services, consumer research drives the insights and analytics industry, and the largest consultancies need to have several strong industries.
- Unlike the largest strategic consultancies, no industry is a significant revenue source for a majority of the smaller consultancies, although consumer non-durables is significant for half of those with 21 to 100 employees. This suggests that portfolios of specific smaller consultancies are less diverse and more dependent upon their particular specialty industries.

See next page for detailed chart ›

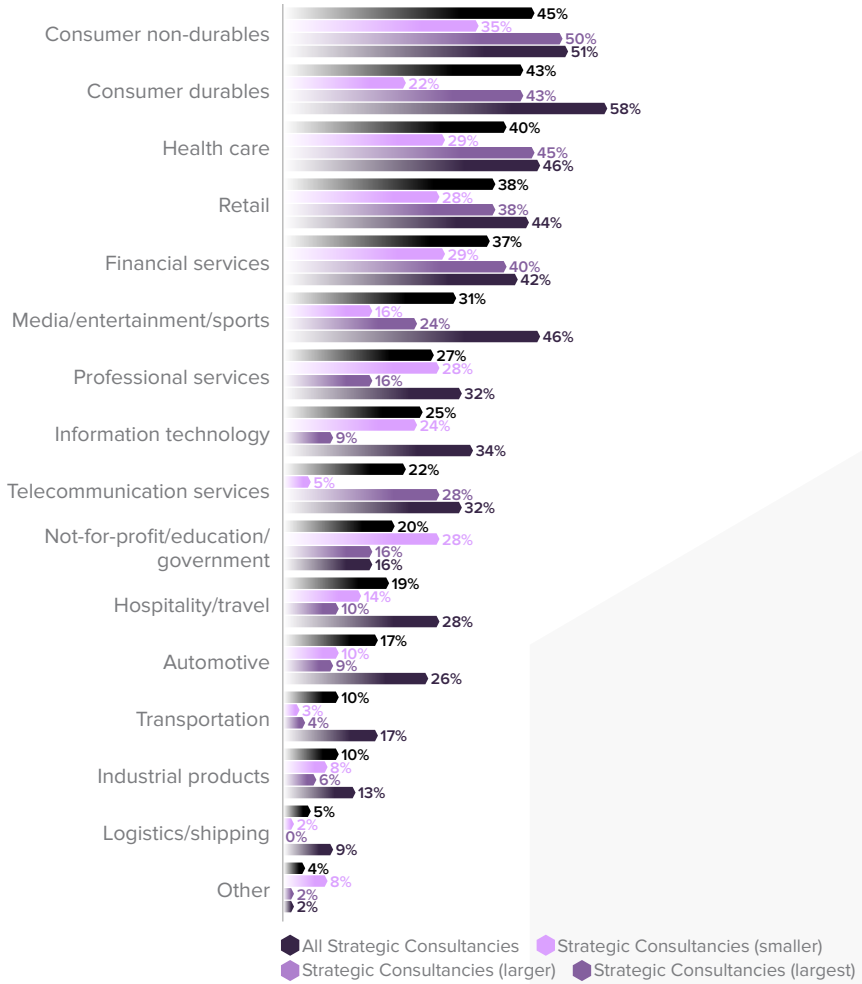
In general, strategic consultancy size increases with percentage of B2C research.

REGION AND INDUSTRY CHARACTERISTICS

GLOBAL REGION



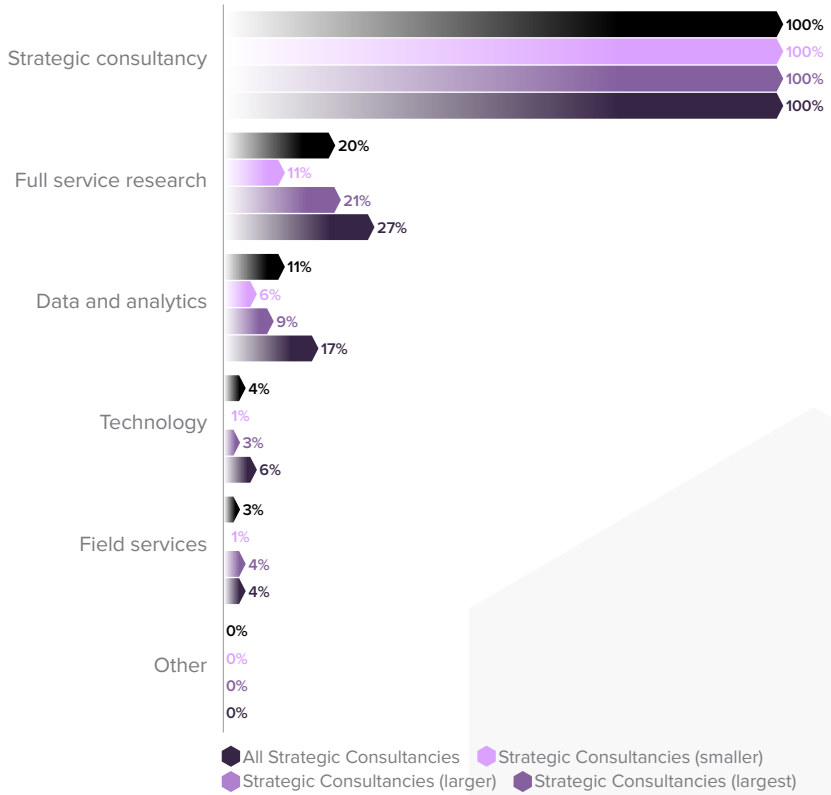
INDUSTRY



Strategic consultancies tend to get all of their revenue from consulting, although some of the large ones also provide full service research and/or data and analytics.

- Strategic consultancies tend to get all of their revenue from strategic consulting, with some exceptions.
- Among the largest strategic consultancies, about one in four also provide full service research while about one in six provide data and analytics. Consultancies with 21 to 100 employees show similar trends, but to a lesser degree.

ALL SOURCES OF REVENUE



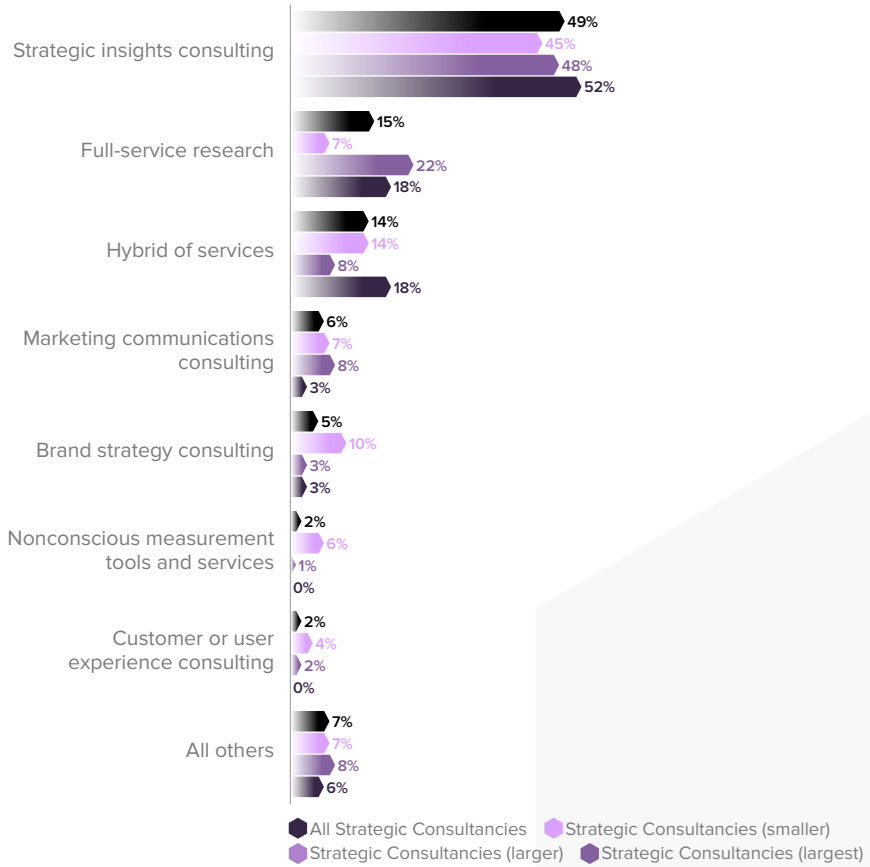
KEY IMPLICATION:

- As we discussed in the 2021 Business & Innovation report, the insights industry has evolved to a point where those whose majority revenue comes from strategic consulting tend to be pure consultants while those whose revenue comes primarily from full service research have diversified into more service areas. The COVID-19 crisis seems to have forced many who formerly thrived primarily on consulting dollars to focus more heavily on full service research, leaving the strategic consulting category to those who are more firmly entrenched in it.

Considering specific service offerings, most strategic consultancies choose strategic insights consulting or "hybrid" of services as their primary.

- Across size categories, most strategic consultancies say their primary service offering is strategic insights consulting or a "hybrid" of services.
- In the larger categories, about one in five say their primary service offering is full service research, while a similar proportion with 20 or fewer employees name a more specific kind of consulting. Fewer than 10% of the smaller consultancies say their primary service is full service research, while close to 10% or fewer in the larger categories name a more specific kind of consulting.

PRIMARY SERVICE OFFERING



KEY IMPLICATION:

- Strategic consultancies with 20 or more employees are more likely to include full service researchers who are trying to reposition themselves while the smaller firms are more likely to focus on more specialized kinds of consulting. Overall, these firms identify more strongly with consulting than with research.

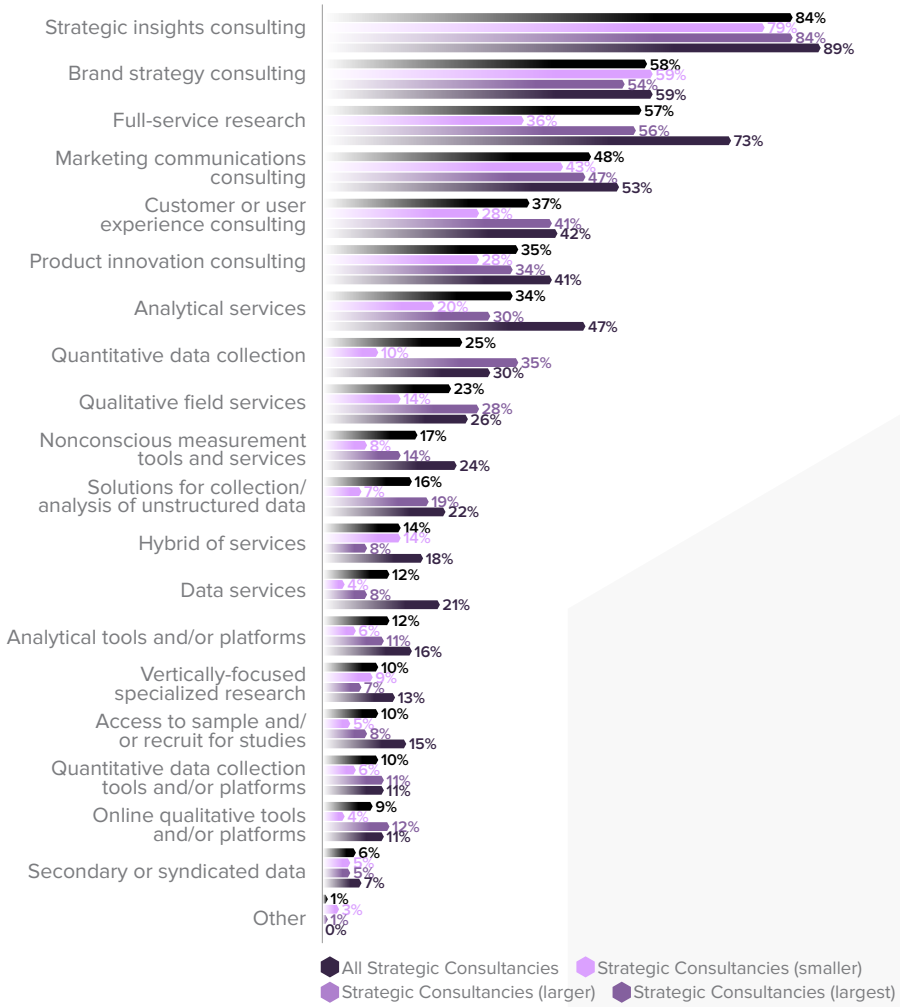
Across size categories, almost all strategic consultancies name strategic insights consulting as one of their services, and most name brand strategy consulting.

- In each size category, strategic consultancies name strategic insights consulting as one of their services, and most name brand strategy consulting.
- Most strategic consultancies with more than 20 employees offer full service research, and most of those with more than 100 employees offer marketing communications consulting.
- Other common services offered by at least one-third of strategic consultancies with more than 20 employees include customer or user experience consulting and product innovation consulting. Nearly one-third or more offer quantitative data collection.
- Nearly one-third of strategic consultancies with 21 to 100 employees and close to half of those with more than 100 offer analytical services.
- The largest strategic consultancies are more likely than others to offer nonconscious measurement tools and services, data services, and/or access to sample or recruitment.

KEY IMPLICATIONS:

- Strategic insights, brand strategy, and marketing communications consulting are the core offerings that define strategic consultancies in the insights and analytics industry.
- As they grow larger, strategic consultancies are more likely to add product innovation and CX/UX consulting to their offering portfolios, as well as traditional research services which enable them to offer a complete solution.
- The largest strategic consultancies are more likely to add services related to data and analytics to their portfolios.

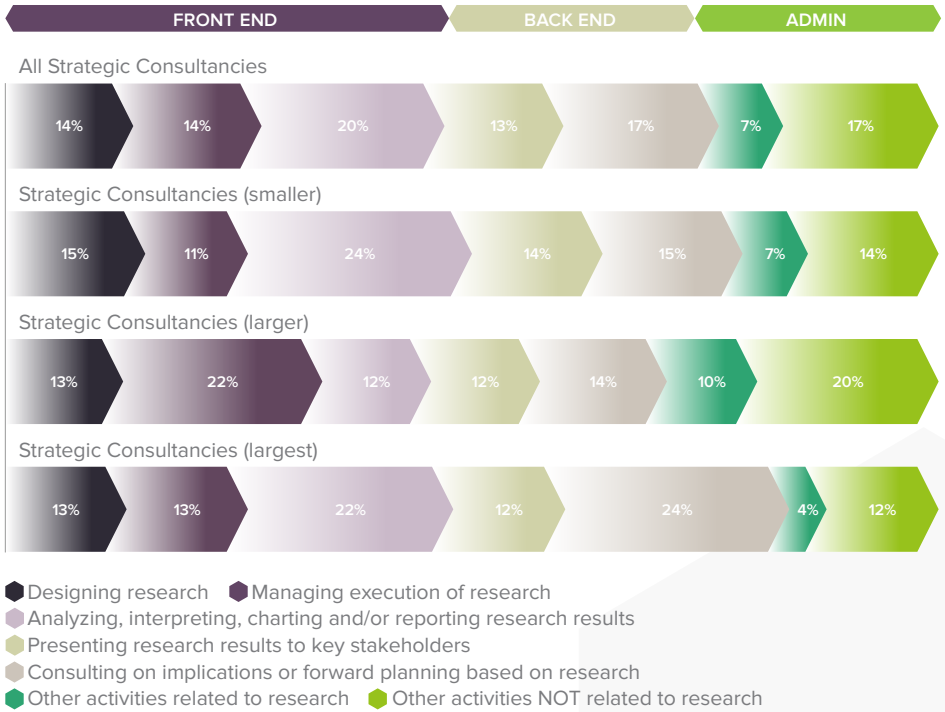
ALL SERVICE OFFERINGS



The larger strategic consultancies maximize the time they spend presenting results and consulting on implications instead of spending time on analysis and report development.

- Smaller strategic consultancies and the largest ones spent about one-quarter on their time on the front end of research, designing and managing it.
- Those with 21 to 100 employees, however, spend more than one-third of their time on the front end due to their greater involvement in managing the research. They spend less time on analysis and developing reports.
- Unlike those with 100 or fewer employees, the largest strategic consultancies spend more than one-third of their time presenting results and consulting on implications, and spend less time on miscellaneous research and non-research activities.

% OF TIME SPENT ON ACTIVITIES



KEY IMPLICATIONS:

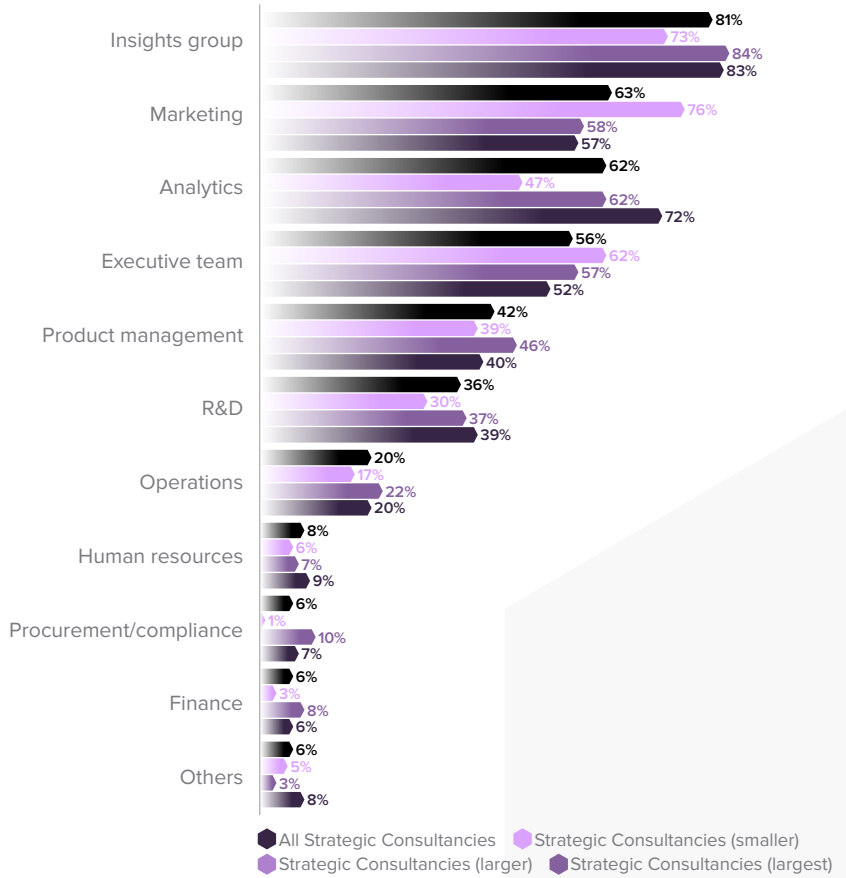
- The largest full service research suppliers maximize the time they spend presenting results and consulting on implications by limiting the time they spend analyzing data and developing reports.
- We see different patterns among strategic consultancies: the largest maximize time spent presenting results and consulting on implications, but they minimize time spent on miscellaneous research and non-research tasks.
- Those with 21 to 100 employees minimize time spent on analysis and report development, but spend more time managing the execution of the research.

The most common direct recipients of deliverables form strategic consultancies are insights groups and marketing, followed by executive teams.

	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Receive/Create New Insights	3.8	3.6	3.9	3.9

- Within each size category, most strategic consultancies say the direct recipients of their deliverables include an insights group, marketing, and an executive team.
- Nearly half of consultancies with 20 or fewer employees say analytics are direct recipients, but for larger consultancies this is a clear majority.
- Product management and R&D are also direct recipients of deliverables from significant proportions in each size category.

ENGAGEMENT WITH INSIGHTS: RECEIVE DELIVERABLES & CREATE NEW INSIGHTS



KEY IMPLICATIONS:

- Consultancies of all sizes need to be aware of all the functions they touch and make sure they communicate effectively with each.
- It's important to recognize that as your portfolio of services diversifies, so does your client audience.

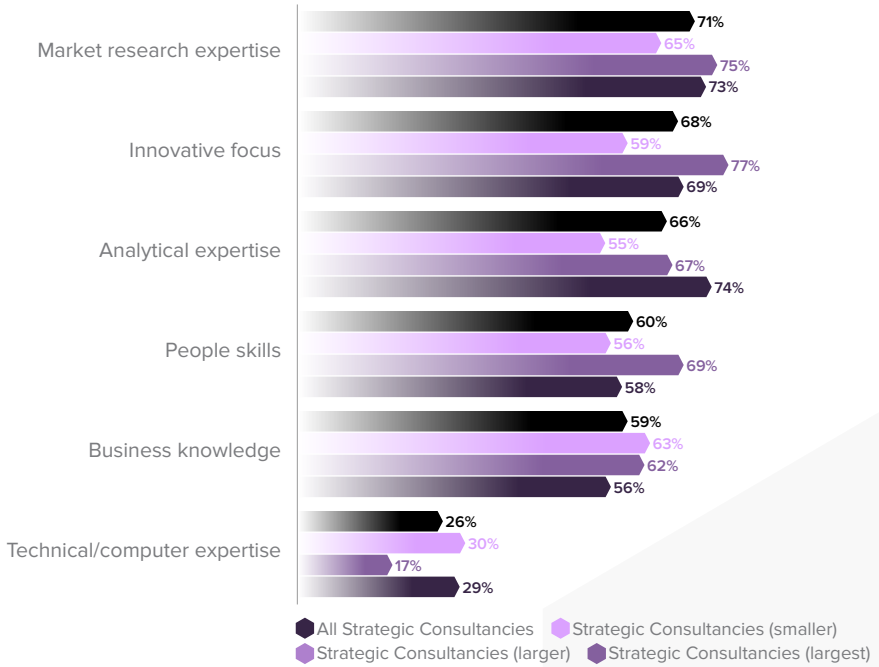
Regardless of size, strategic consultancies recognize the need for their staffs to have a diverse set of skills.

	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Key Priority	3.5	3.3	3.7	3.6

- Across strategic consultancies, market research expertise and innovative focus are among the top 3 skills to develop, and most consultancies prioritize them along with analytical expertise, people skills, and business knowledge.
- For the largest strategic consultancies, the third top skill is analytical expertise (actually the top skill for them).
- For those with 21 to 100 employees, the third skill is people skills, and for the smallest consultancies it is business knowledge.

Key Skill Priorities Ranked	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Market research expertise	1	1	2	2
Innovative focus	2	3	1	3
Analytical expertise	3	5	4	1
People skills	4	4	3	4
Business knowledge	5	2	5	5
Technical/computer expertise	6	6	6	6

SKILL EMPHASIS: KEY PRIORITY



KEY IMPLICATIONS:

- Strategic consultancies in the insights and analytics industry require diverse skills, and most consultancies place a high priority on market research expertise, innovative focus, analytical expertise, people skills, and business knowledge regardless of size category.
- The relative emphasis they place on each reflects the fact that the largest firms are diversifying into data and analytics services and may suggest that consultancies with 21 to 100 employees need to make sure they provide a consistent client experience as they add new staff. The smallest ones may be more focused on augmenting their ability to provide impactful recommendations.

Within each strategic consultancy size category, half or most say the insights group is a key decision-maker for selecting methods and partners, but others may also be key.

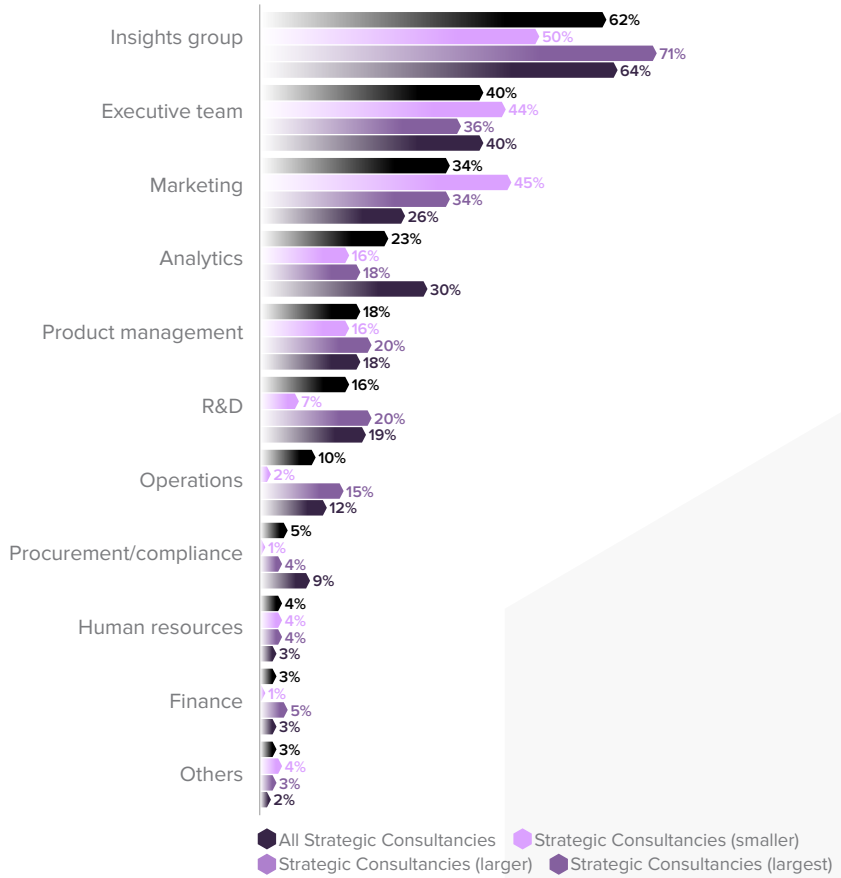
	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Key Decision-makers	2.2	1.9	2.3	2.3

- On average, buyers of strategic consulting have one or two key decision-makers select methodologies and partners.
- For most consultancies with more than 20 employees and for about half of those with fewer, an insights group is a decision-maker. After insights, an executive team is a typical decision-maker.
- Strategic consultancies with 20 employees or fewer are more likely to have decisions made by marketing while consultancies with more than 100 employees are more likely to have them made by analytics.
- Across size categories, about one in five say decisions are made by product management.
- For consultancies with more than 20 employees, decision-makers may also include R&D and operations.

KEY IMPLICATIONS:

- Key decision-makers for each size category reflect the kinds of services typically offered. For example, consultancies with 20 or fewer employees focus on core offerings of strategic insights and brand management consulting, and their decision-makers are the insights group, executives, and marketing.
- The mix of decision-makers becomes more diverse for larger consultancies that have diversified their offerings. For example, the largest consultancies are more likely to offer data and analytics services and, consequently, to have analytics teams involved in selecting methodologies and partners.

ROLE IN SELECTING METHODOLOGIES/PARTNERS: KEY DECISION-MAKER



Considering influencers in addition to decision-makers, three to four functions are involved, on average, within each category. An insights group is almost always involved.

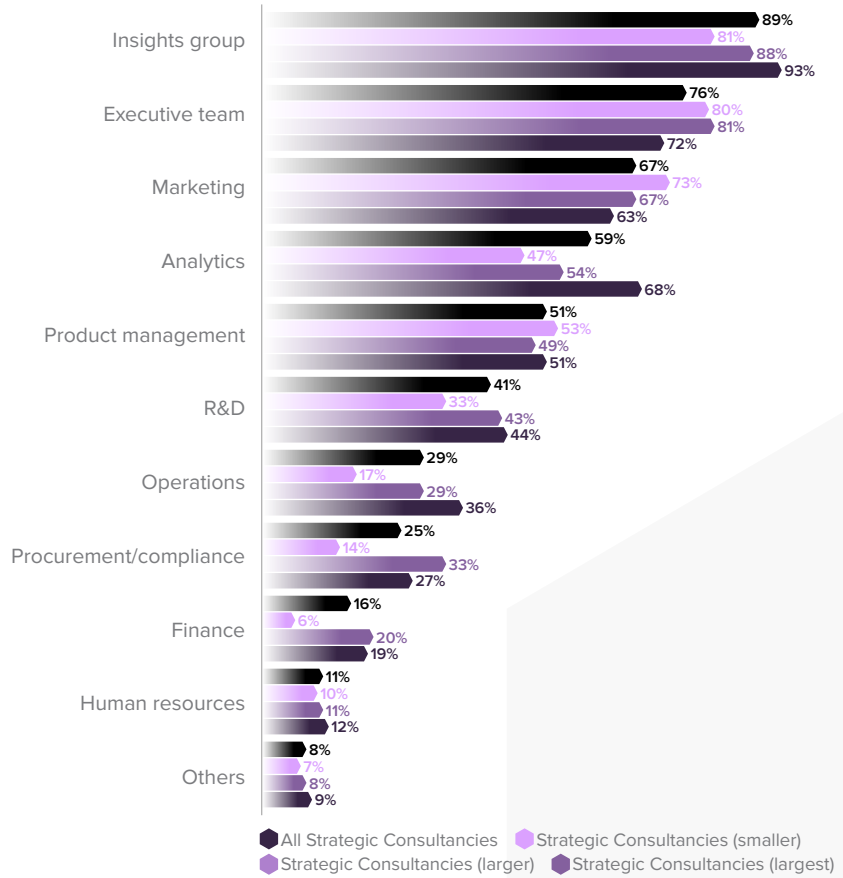
	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Decision-makers/Influencers	4.7	4.2	4.8	5.0

- Counting key decision influencers, there are at least four functions involved in selecting methodologies and partners, on average, and the number involved increases with the size of the consultancy.
- Across size categories, an insights group and an executive team are almost always involved, and clear majorities say that marketing is involved, too. About half in each size category say product management is a key decision-maker or influencer.
- For most strategic consultancies with more than 20 employees, analytics is involved; for smaller firms, they are involved about half the time.
- R&D, operations, procurement/compliance, and/or finance are more likely to be involved at consultancies with more than 20 employees than at smaller firms.

KEY IMPLICATIONS:

- Strategic consultancies, no matter their size or offering portfolio, will need to convince insights groups, executive teams, and, likely, marketing, too.
- Assuming that smaller consultancies grow into larger ones and that larger ones further diversify to offer the portfolios offered by the largest firms, we can understand why different skills are more important to emphasize in different size categories. The smaller firms focus more strongly on business knowledge because they have to establish the business value of their offerings to executives, while those with 21 to 100 employees are more likely to emphasize people skills because they are starting to deal with more groups within each client and need to be able to communicate effectively with each. The largest firms emphasize analytical skills because they are adding data and analytics services to their portfolios.

ROLE IN SELECTING METHODOLOGIES/PARTNERS: KEY DECISION-MAKER OR INFLUENCER



For strategic consultancies of all sizes, excellence in understanding client goals and strategies, having the trust of the ultimate decision-maker and communicating effectively are table stakes for success.

	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Best-In-Class or Among Leaders	8.2	6.9	8.5	9.1

- Almost all strategic consultancies, regardless of size, say they need to be best-in-class or competitive with leaders with respect to understanding client's goals and strategies, having the trust of the ultimate client decision-maker, and communicating insights effectively.
- Almost all strategic consultancies with more than 20 employees and most of those with fewer also prioritize analyzing data powerfully, making multi-disciplinary recommendations, and assessing the likely success of recommendations as areas where they need to be at least competitive with leaders.
- Clear majorities among strategic consultancies with more than 100 employees also need to be competitive with leaders on areas related to data: synthesizing data from multiple sources, collecting data efficiently, analyzing multiple data streams, using new types of data, and conducting meta-analysis.
- Among those with 21 to 100 employees, these priorities also have clear but somewhat smaller majorities, except for conducting meta-analysis.
- For those with 20 or fewer employees, synthesizing data from multiple sources is the only data priority for a majority.

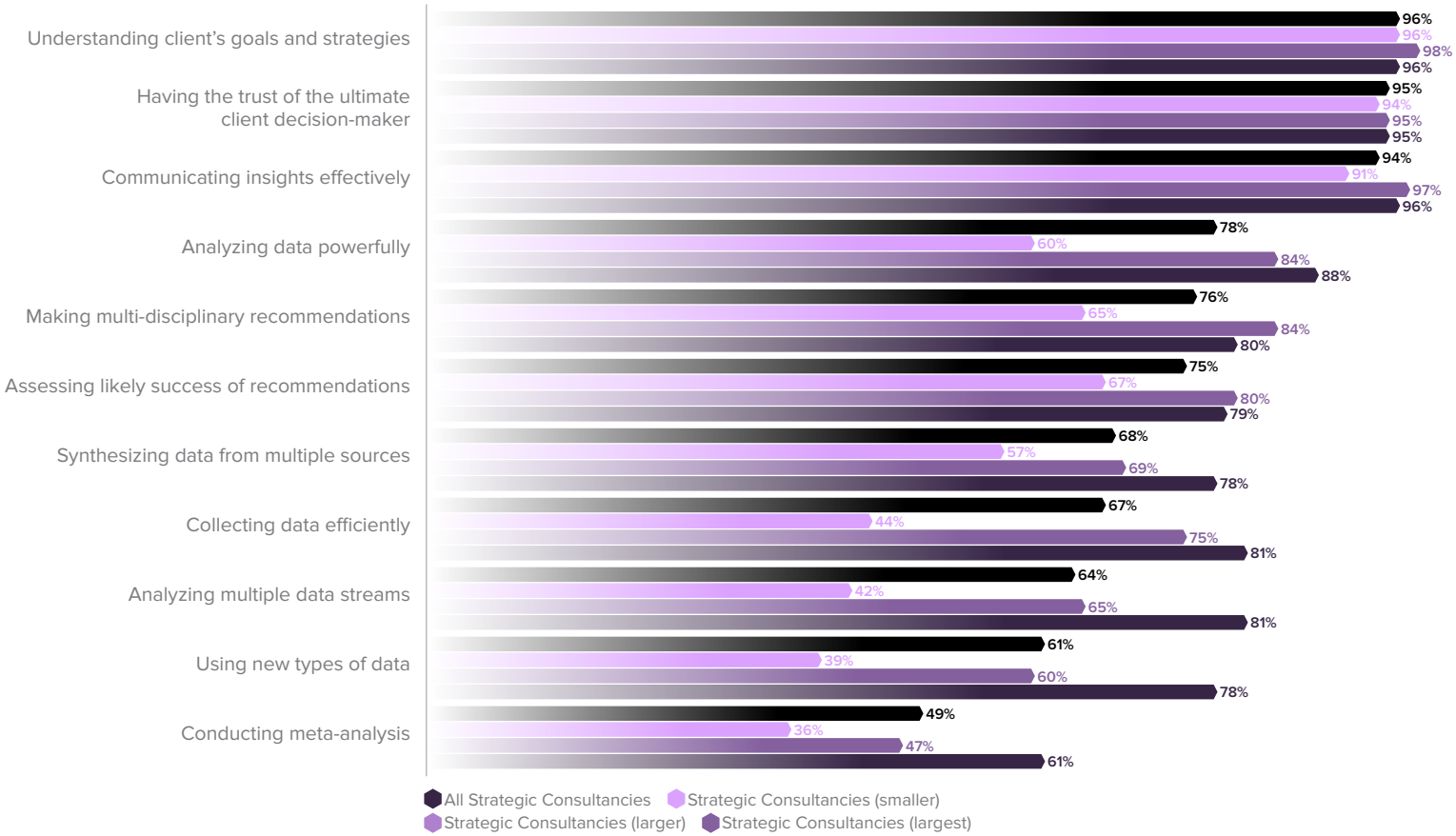
KEY IMPLICATIONS:

- Strategic consultancies understand that they will not succeed if they do not excel at understanding clients' goals and objectives, having the trust of the ultimate decision-maker, and communicating effectively.
- Most, especially among those with more than 20 employees, also believe they need to excel at analyzing data powerfully and taking a broad perspective by synthesizing data from multiple sources and making multi-disciplinary recommendations, as well as assessing the likely success of those recommendations.
- As strategic consultancies grow beyond 20 employees, they also need to excel in areas that support their diversification into full service research and data and analytics.

See next page for detailed chart ›

For strategic consultancies of all sizes, excellence in understanding client goals and strategies, having the trust of the ultimate decision-maker, and communicating effectively are table stakes for success.

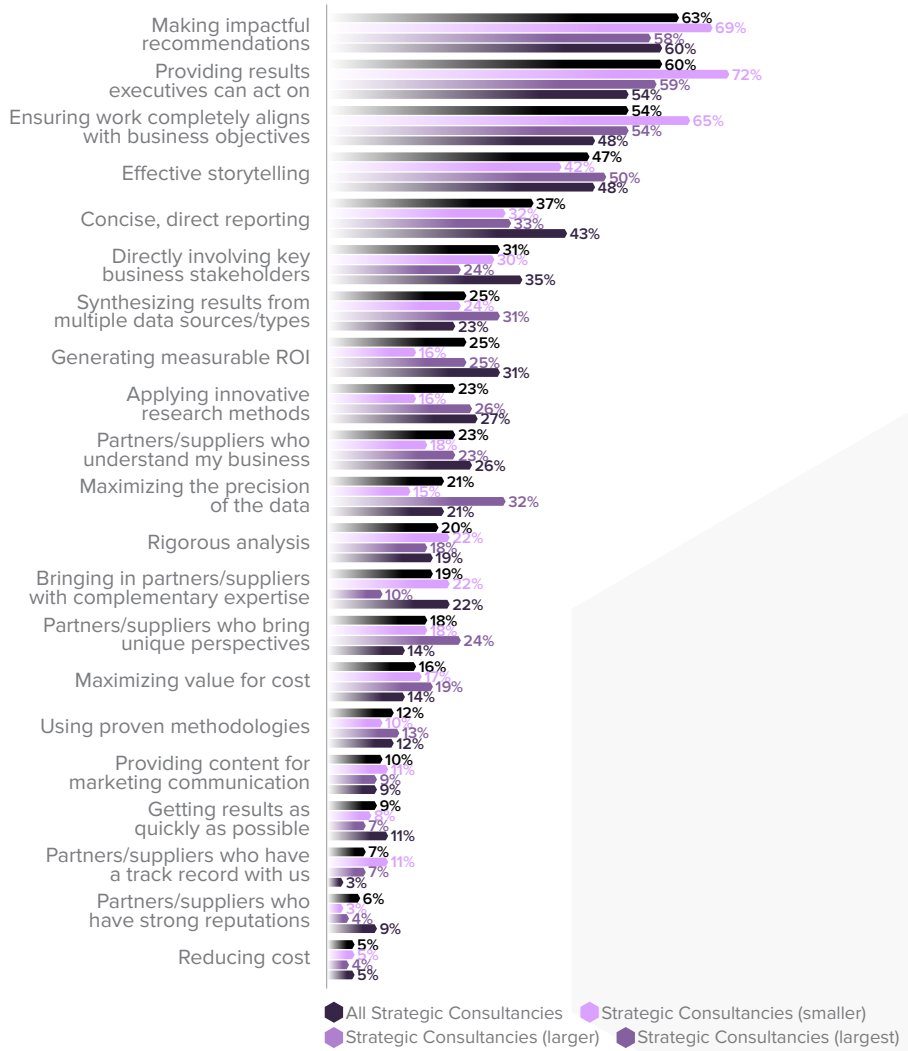
KEY SKILLS AND INITIATIVES: MUST BE BEST-IN-CLASS MUST BE BEST-IN-CLASS OR AMONG LEADERS



Within each staff size category, most strategic consultancies prioritize making impactful recommendations, providing results executives can act on, and ensuring work completely aligns with business objectives as the keys to successful insights work.

- The top 5 priorities for insights success are the same within each size category and echo their strategic priorities:
  - Making impactful recommendations
  - Providing results executives can act on
  - Ensuring work completely aligns with business objectives
  - Effective storytelling
  - Concise, direct reporting
- The first three criteria are shared by a majority in each size category.
- Directionally, rigorous analysis and bringing in partners with complementary expertise and unique perspectives rank higher for strategic consultancies with 20 or fewer employees, and generating measurable ROI and applying innovative methods rank lower.

MOST IMPORTANT TO SUCCESS OF INSIGHTS WORK



KEY IMPLICATIONS:

- Regardless of the size of the consultancy, the main priority for insights project success is how the work impacts the business, and this depends on communication as well as execution.
- Smaller strategic consultancies, directionally, are more concerned with the value that partners can add because they are much less likely to have positioned themselves as one-stop shops for consulting, research, and analytics.

For all sizes of strategic consultancies, staying connected to senior stakeholders is a near-universally observed best practice.

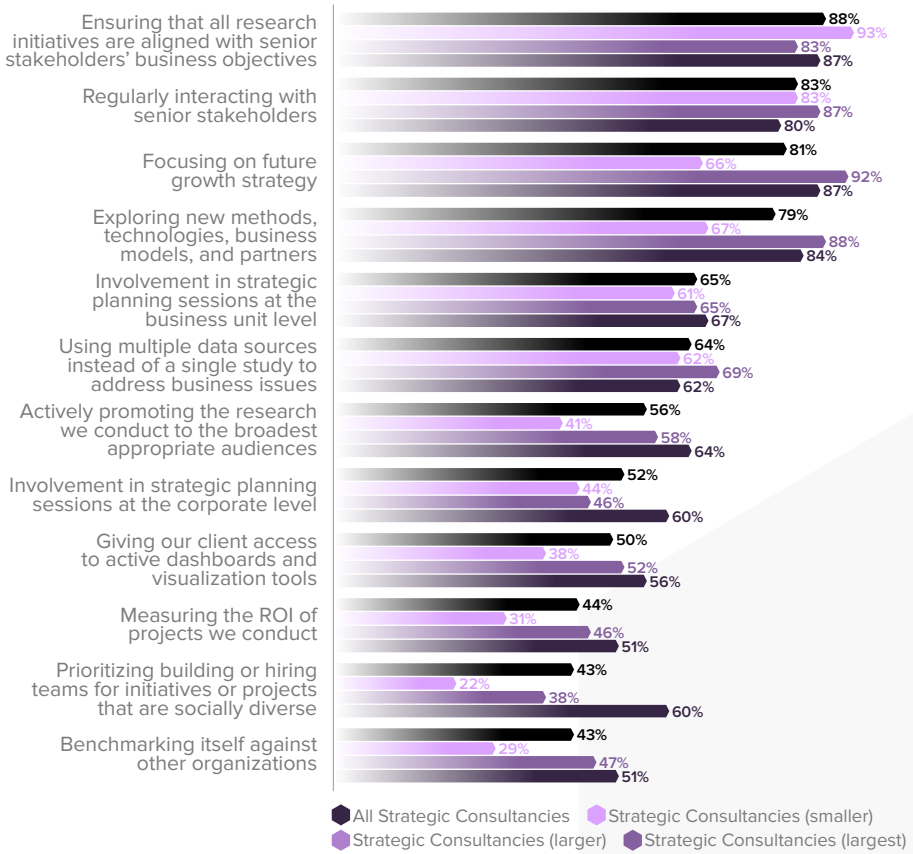
	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Always/Frequently	7.8	6.8	8.0	8.4

- Across size categories, almost all strategic consultancies regularly interact with senior stakeholders and ensure the research aligns with their business objectives.
- Most also say they focus on future growth strategy, explore new ways of doing things, are involved in strategic planning at the business unit level, and use multiple data sources to address business issues.
- Most of those with more than 20 employees also actively promote their research to appropriate audiences and give clients access to dashboards and data visualization tools.
- Of those with more than 100 employees, most are involved in strategic planning at the corporate level, prioritize building teams that are socially diverse, and measure the ROI of their projects.

KEY IMPLICATIONS:

- As with the key priorities for impactful insights work, frequently observed best practices routinize focus on business objectives and the concerns of senior stakeholders as they keep future growth strategy top-of-mind.
- It's also common for strategic consultancies to look at innovating how they do things and take a broad perspective on solving business problems, at least from a data standpoint.
- Larger consulting firms seem to have resources available to spend to keep themselves top-of-mind with clients, promoting their work widely and providing access to dashboards and tools. The latter also helps them to communicate results more effectively.

ACTIVITIES DONE ALWAYS/FREQUENTLY

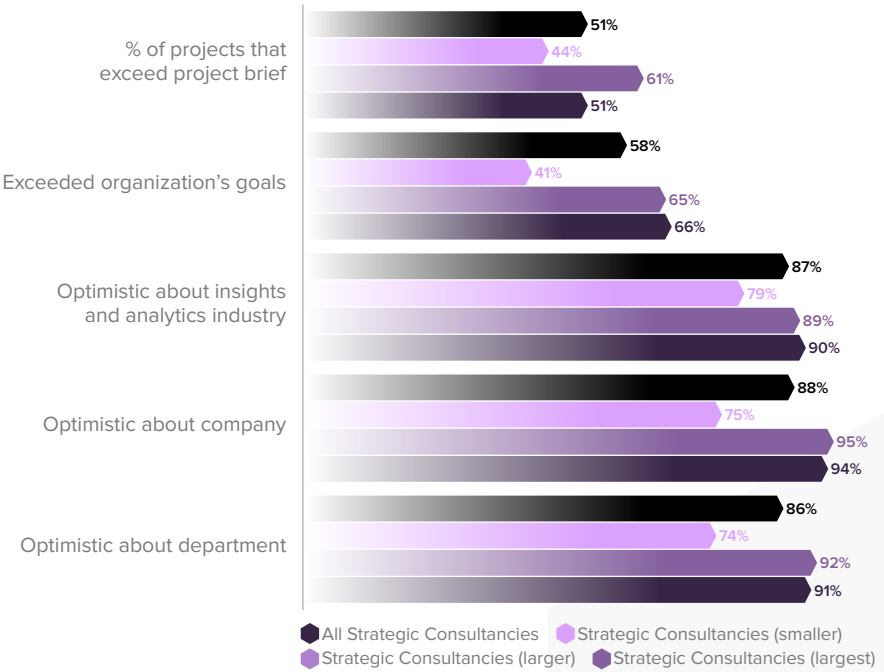


- As we've seen regarding other large organizations, most strategic consultancies with more than 100 employees also prioritize hiring or building teams that are socially diverse.

Larger strategic consultancies with more than 20 employees are more likely to have exceeded their overall goals and are more optimistic about the industry, their company, and their roles than smaller consultancies.

- Strategic consultancies with more than 20 employees are more likely to have exceeded their goals than smaller ones, and they are more optimistic about the industry, their company, and their positions.
- Exceeding overall goals is not directly related to the percentage of projects that exceed the objectives of their briefs. Larger strategic consultancies have a much higher rate of exceeding of business objectives on projects, but they have similar rates of exceeding their goals and similar levels of optimism.

INSIGHT FUNCTION PERFORMANCE AND ATTITUDE



KEY IMPLICATIONS:

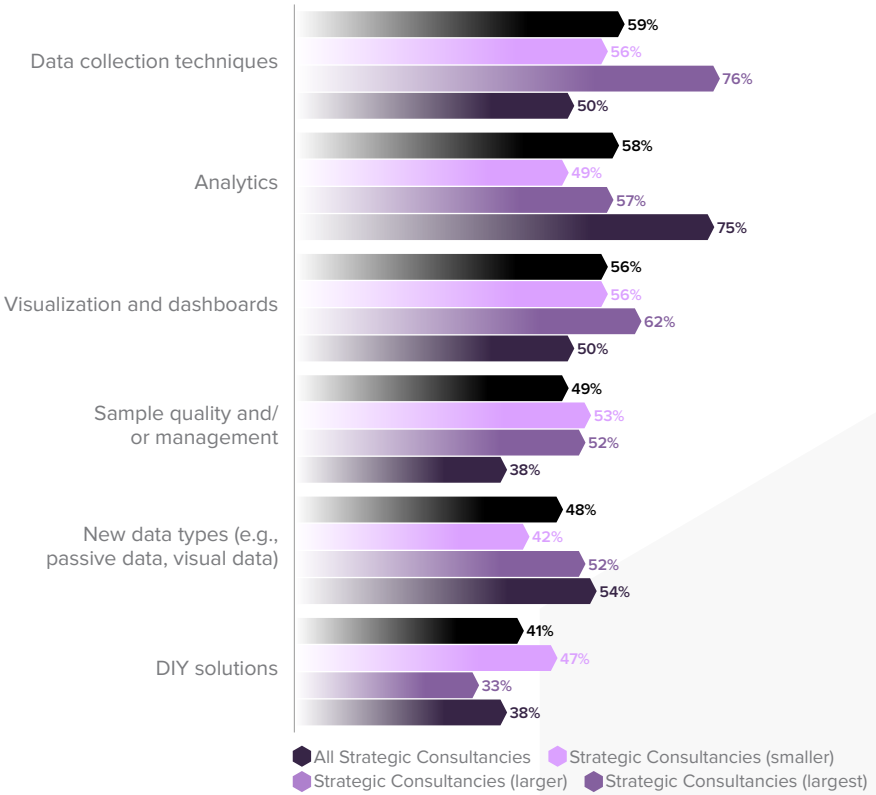
- In our regular GRIT reports, we discuss how smaller firms in all categories struggle more than larger firms, especially since the pandemic came into being. It is not surprising to see that larger strategic consulting firms are more likely to have exceeded goals and are more optimistic.
- We also hypothesize that larger insights firms can have a lower rate of projects that exceed business objectives but a higher rate of exceeding their overall goals because they may be experimenting more and having a certain percentage of projects that are just "ok" may be the cost of advancing the overall portfolio and business. Their projects may also span the long term, making them more difficult to assess in the present.

About half or most strategic consultancies of all sizes prioritize technology investments for data collection, analytics, and visualization and dashboards.

	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Key Priorities	3.1	3.0	3.3	3.0

- On average, strategic consultancies of all sizes prioritize three technology investments, and about half or more prioritize data collection techniques, analytics, and visualization and dashboards.
- Consultancies with more than 20 employees are more likely to prioritize new data types, and those with 20 or fewer are more likely to prioritize DIY solutions.
- Strategic consultancies with more than 100 employees are least likely to prioritize sample quality or management.

TECHNOLOGY INVESTMENTS: KEY PRIORITIES



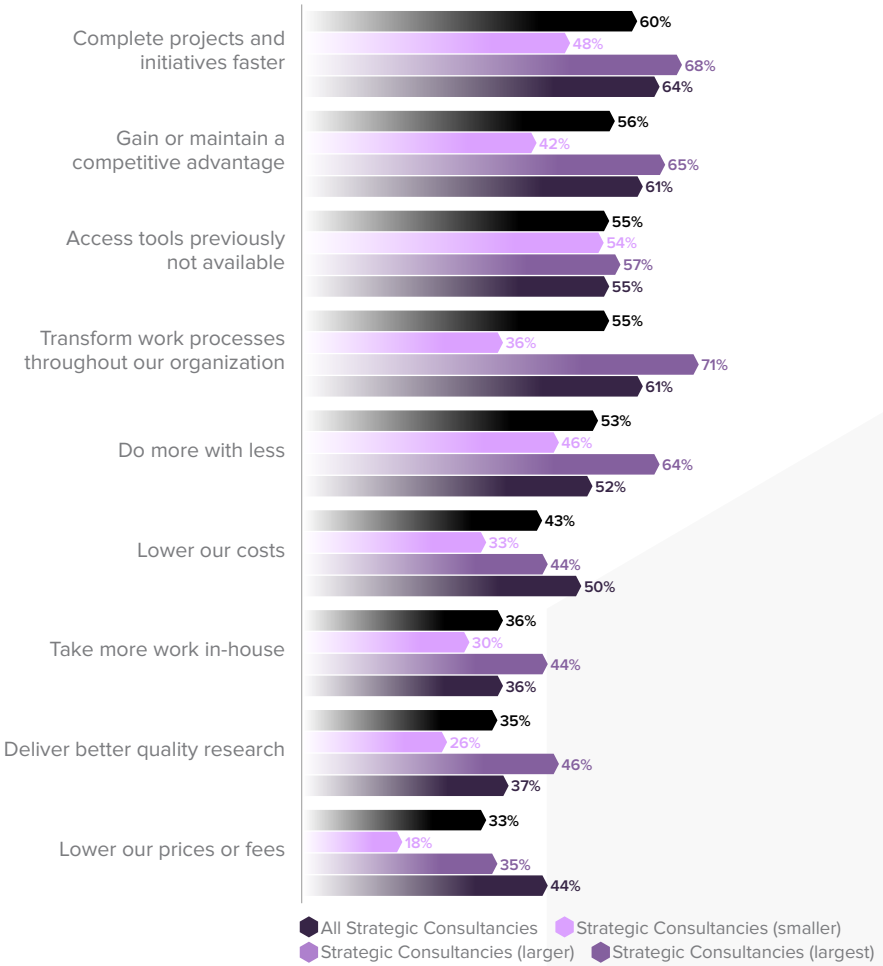
KEY IMPLICATIONS:

- Whether they currently provide full service research services or not, strategic consultancies are investing in data collection techniques. Unlike smaller consultancies, those with more than 100 employees are less likely to invest in sample quality and management; possibly, they are more strongly focused on other kinds of data and have not taken sample responsibilities in-house.
- Consultancies with 20 or fewer employees are more likely to invest in DIY solutions than larger ones. They are more likely to prioritize business knowledge as a skill and less likely to provide full service research, so perhaps they would rather automate infrequent tasks than take the time to become expert at doing them.

Across size categories, strategic consultancies most strongly believe that automation will give them access to new capabilities, followed by completing projects and initiatives faster and generally doing more with less.

- Regardless of size, most strategic consultancies believe automation can give them access to tools not currently available.
- For strategic consultancies with 20 or fewer employees, no other potential benefit of automation receives majority support, though nearly half believe it can help them to complete projects and initiatives faster and generally do more with less.
- Most of those with more than 20 employees believe automation will help them complete projects faster, transform their work processes, do more with less, and gain a competitive advantage.
- About half of those with more than 100 employees believe it will lower their costs, and nearly as many think it will enable them to lower their fees.

ROLE OF AUTOMATION: AGREEMENT (TOP 2 BOX)



KEY IMPLICATIONS:

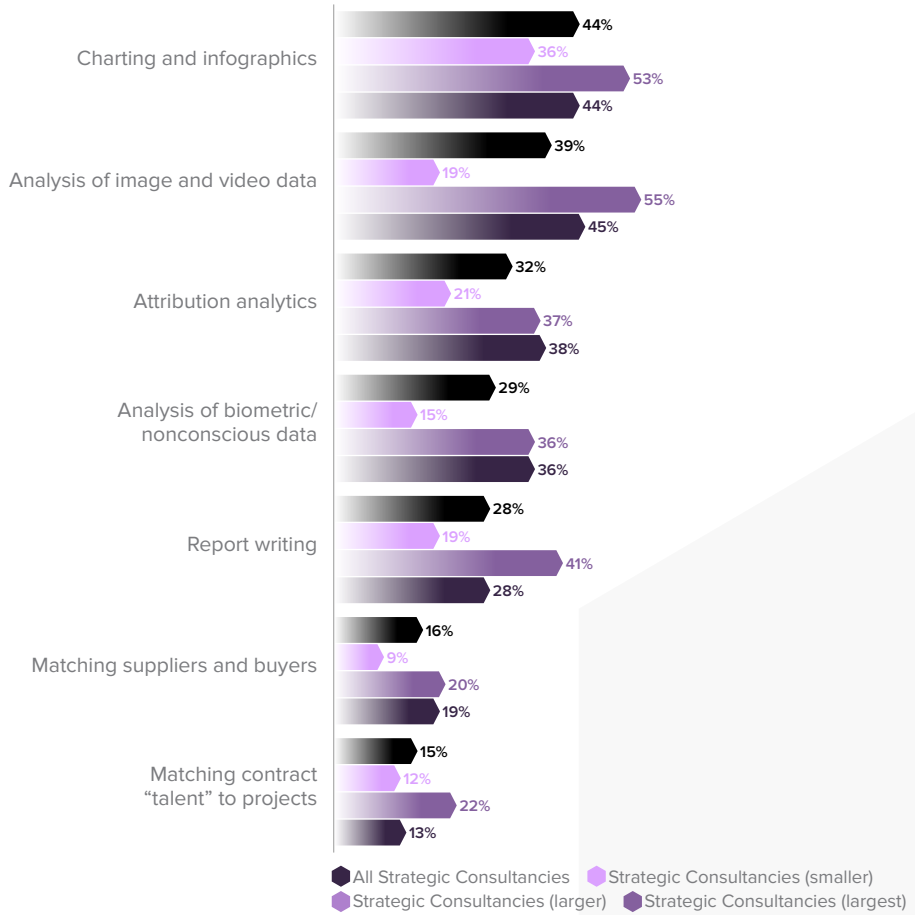
- Strategic consultancies of all sizes believe that automation will provide them with significant benefits, and the larger, more differentiated ones see multiple significant benefits.
- Strategic consultancies with 20 or fewer employees are the ones most likely to be in investing in DIY tools, and the only benefit backed by a majority is access to new tools. This supports the idea that their main (but not only) interest in DIY is to expand their capabilities without having to train or hire staff to become experts.

Across size categories, strategic consultancies believe automation has or will play a key role in at least one or two tasks, on average, but there is little consensus as to which tasks these will be.

	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Have/Will Have Key Role	2.0	1.3	2.6	2.2

- Most strategic consultancies with 21 to 100 employees believe automation will play a key role for them in charting and infographics and analysis of image and video data. None of these potential tasks to be automated achieve a majority of the largest or smaller size categories.
- On average, strategic consultancies in each size category believe automation will play a key role in at least one task, and larger ones believe it will play a key role in at least two, but there is little consensus as to which tasks will be automated.

ROLE OF AUTOMATION: HAS/WILL HAVE A KEY ROLE



KEY IMPLICATION:

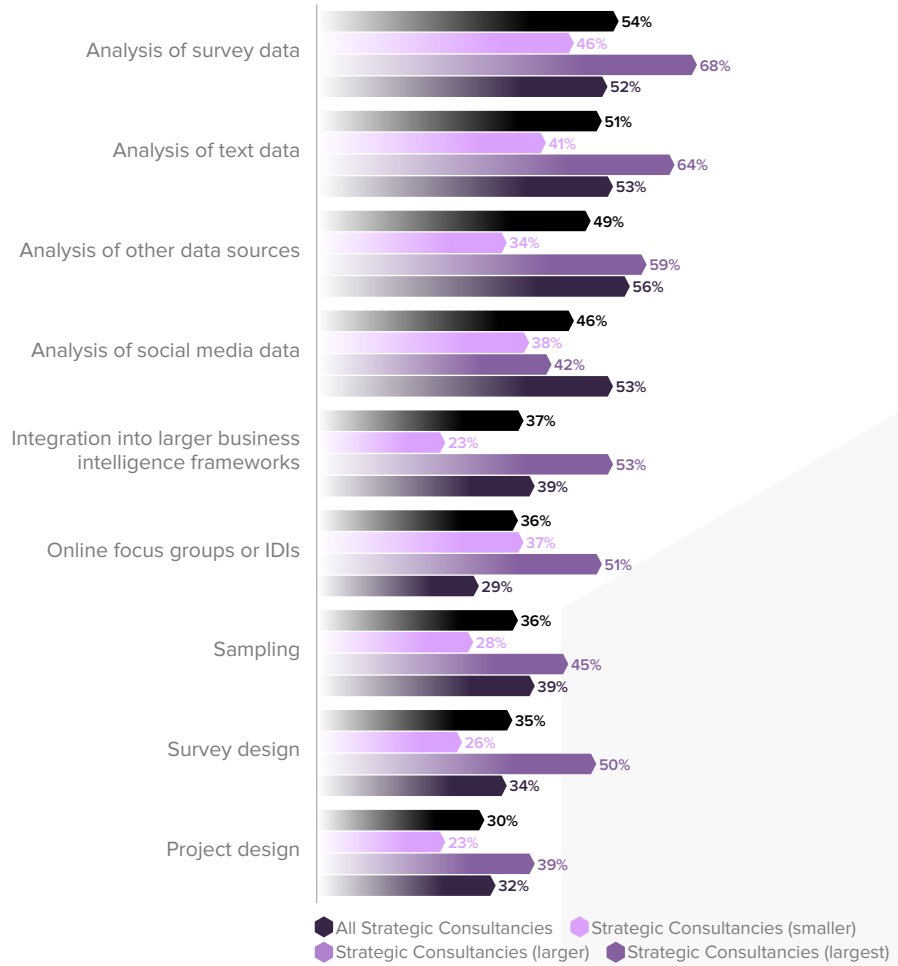
- Although there is consensus that automation does or will play a key role in some tasks and some consensus that charting and infographics is the most likely candidate, the lack of consensus on specific tasks to automate seems to reflect the diversity of approaches suppliers take to strategic consulting.

Strategic consultancies of all sizes see automation with a key role in three or more processes, on average, led by analysis of different kinds of data.

	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Have/Will Have Key Role	3.8	2.9	4.7	3.9

- Most strategic consultancies with more than 20 employees believe automation does or will play a key role in analysis of survey data, text data, and "other" data sources.
- In addition, most of those with more than 100 employees see a key role for automation in analysis of social media data while half or most of those with 21 to 100 employees cite integration into large business frameworks, online focus groups or IDIs, and survey design.
- Those with 20 or fewer employees are less interested in automating these processes.

ROLE OF AUTOMATION: HAS/WILL HAVE A KEY ROLE



KEY IMPLICATION:

- Automation has or will have a key role in processes that support key service offerings, and, for the larger strategic consultancies, these services include full service research and data and analytics.

In each size category, most strategic consultancies invest in innovation in two or more ways, on average, and the ones with more than 20 employees often use more aggressive methods.

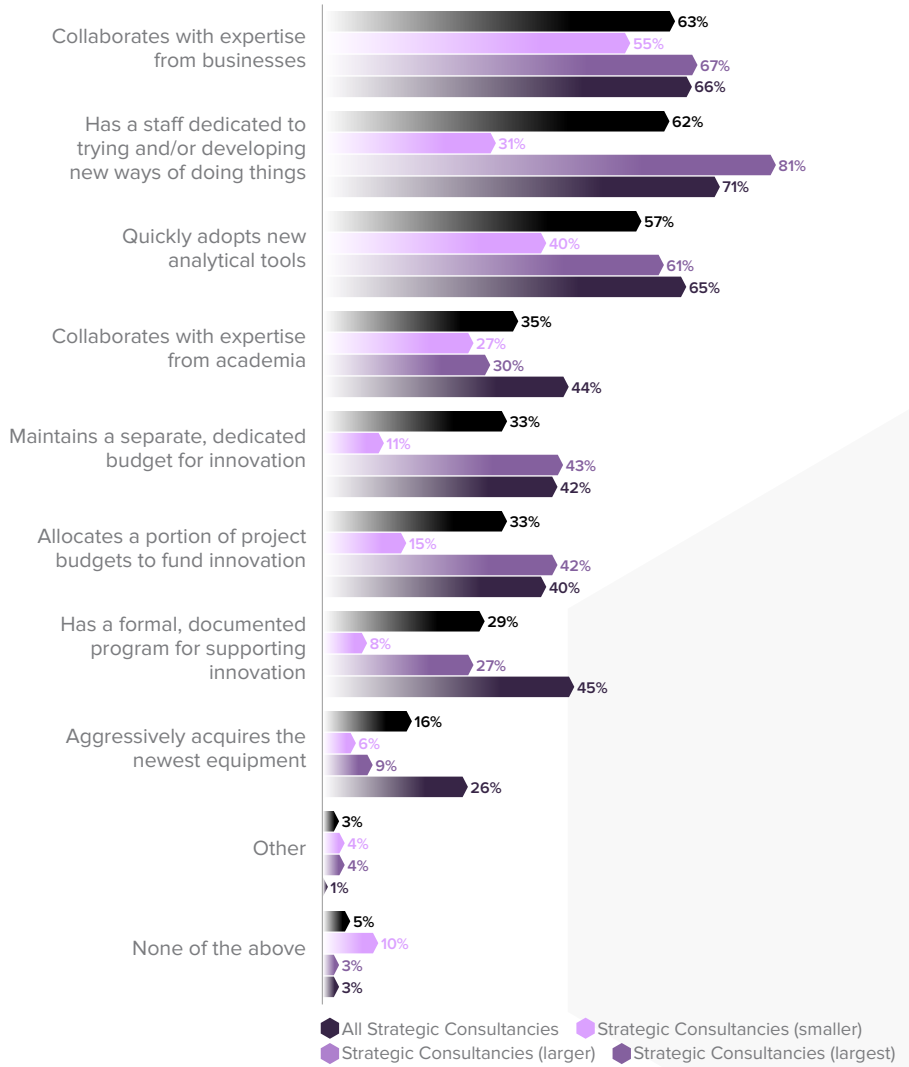
	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Ways Invest in Innovation	3.3	2.0	3.6	4.0

- Across size categories, strategic consultancies invest in innovation in at least two ways, on average, and these increase with the size of the consultancy.
- In each size category, most collaborate with business experts, and in consultancies with more than 20 employees, most dedicate staff to trying new things and quickly adopt new tools or methods.
- Those with more than 100 employees are more likely than others to have a formal, documented program, collaborate with academic experts, and aggressively acquire new equipment.

KEY IMPLICATIONS:

- We've seen that all sizes of strategic consultancies consider "innovative focus" to be a key skill to develop, but larger firms seem to be more able to pursue that aggressively while smaller consultancies seem to take it as it comes.
- In previous GRIT Business & Innovation reports, we've highlighted that the most successful innovators put their money where their mouths are – they create a dedicated budget for it. Organizations are more likely to dedicate a budget to innovation if they have a formal, documented program. Those who may not be able to spare a budget, especially smaller organizations, might consider sparing time to define and document a program as a small step forward.

HOW INVEST IN INNOVATION



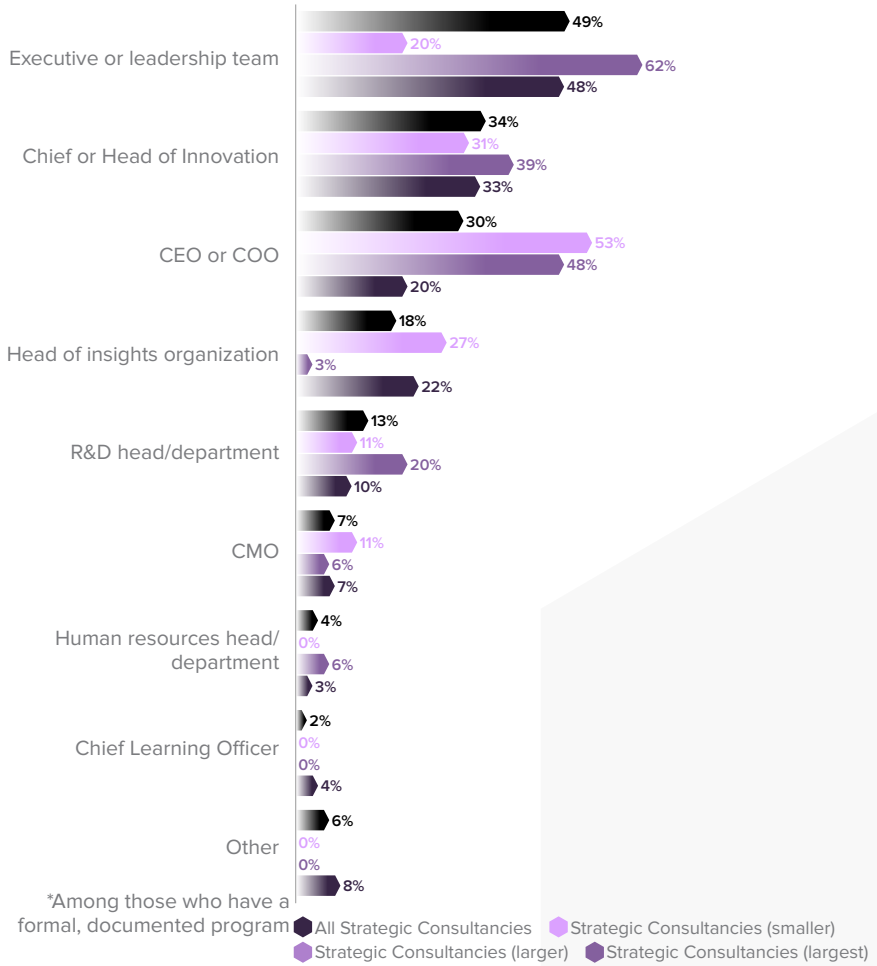
For strategic consultancies that have a formal innovation program, the leaders are most likely to be an executive or leadership team, a chief or head of innovation, or the CEO/COO.

- When strategic consultancies have formal, documented innovation programs, the choice of program leader is related to the size of the organization and the preferences of the particular organization.
- Among consultancies with a formal program and 20 employees or fewer, most are led by a CEO or COO, although there is sometimes a designated Chief or Head of Innovation, and other common leaders include the head of the insights organization and an executive or leadership team.
- Most strategic consultancies with 21 to 100 employees put innovation under the control of the executive or leadership team, although the CEO or COO, a Chief or Head of Innovation, and R&D are also significant.
- For those with more than 100 employees, there is less consensus and no leader commands a majority of the consultancies. An executive or leadership team comes closest to a majority, followed by a Chief or Head of Innovation, the head of the insights organization, and the CEO or COO.

KEY IMPLICATIONS:

- To a great extent, leadership of the innovation program is related to the premium the organization places on innovation and the resources it has to support that. Some strategic consultancies go as far as to create the position Head or Chief of Innovation, and others may have a formal innovation organization or even an R&D function.
- Every organization, however, has a CEO or COO and probably some kind of executive or leadership team, but not every organization has a formal, documented innovation program. The trick may be to find someone to lead the development of that charter to gain traction on the path to innovation success.

WHO LEADS INNOVATION*

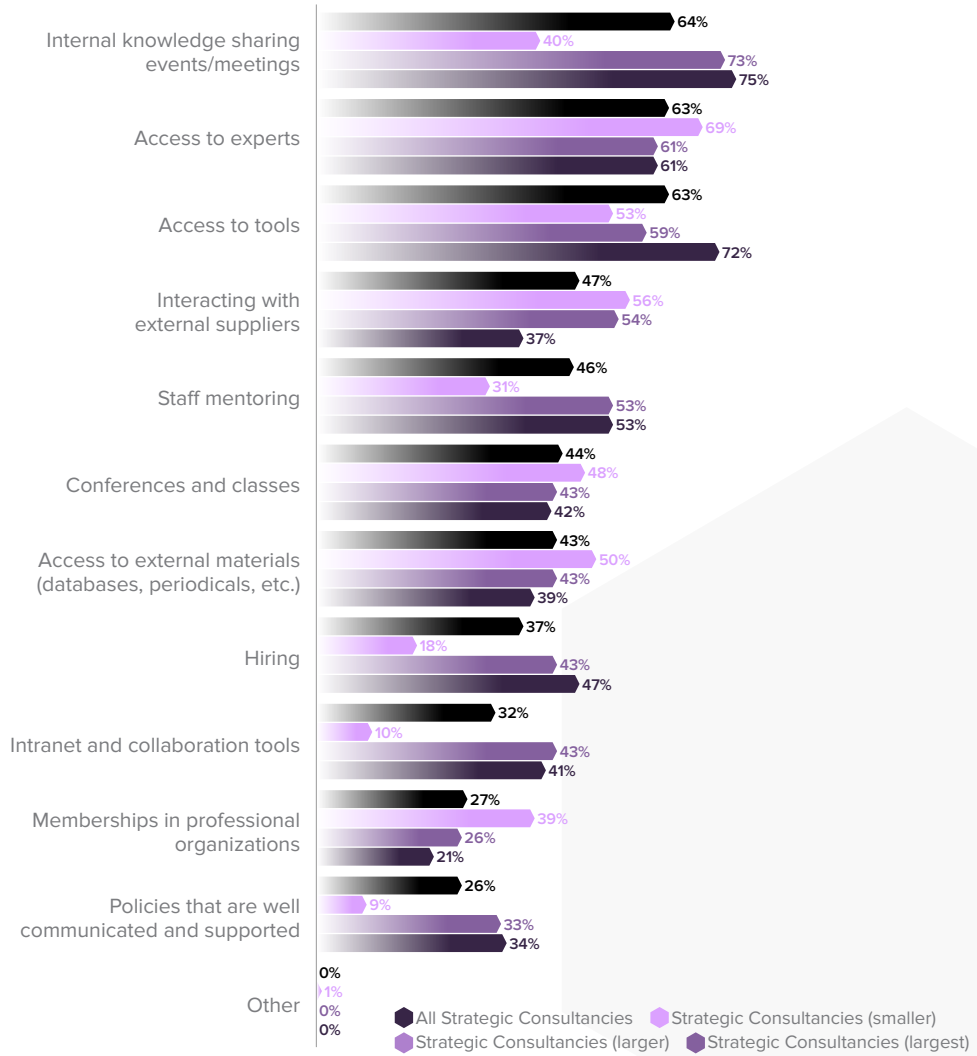


Strategic consultancies of all sizes foster innovation in multiple ways, and most in each size category provide access to experts and tools.

	All Strategic Consultancies	Strategic Consultancies (smaller)	Strategic Consultancies (larger)	Strategic Consultancies (largest)
Avg. No. Ways Foster Innovation	4.9	4.3	5.3	5.2

- On average, strategic consultancies across size categories foster innovation in four or more ways.
- Most in each size group provide access to experts and tools, and most of those with more than 20 employees provide internal knowledge sharing events and staff mentoring.
- Most of those with 100 or fewer employees foster innovation through interaction with external suppliers, and about half of those with 20 or fewer employees leverage conferences and classes and access to external materials, such as databases or periodicals. The smaller consultancies are also more likely to offer membership in professional organizations.
- About one-third of those with more than 20 employees have policies that are well communicated and supported, but very few smaller consultancies have this. These larger consultancies are also more likely to foster innovation through hiring and providing staff with collaboration tools.

TACTICS TO FOSTER INNOVATION



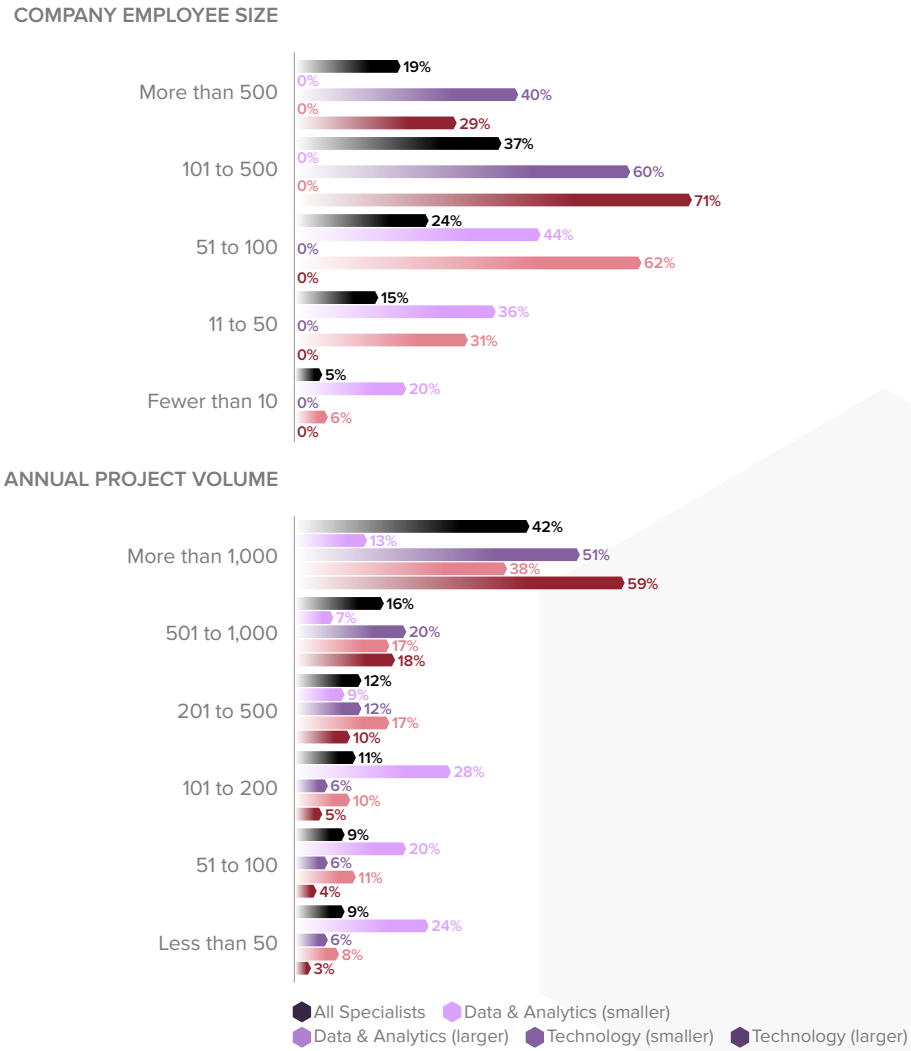
KEY IMPLICATION:

› Strategic consultancies of all sizes foster innovation in multiple ways, but smaller firms are more likely to look outside the organization for inspiration while those with more than 20 employees are more likely trying to bake it into their culture.

For data and analytics providers, project volume is directly related to employee size, but it is a more variable metric for technology providers and probably less relevant.

- For this benchmarking report, smaller data and analytics providers have 100 employees or fewer and larger ones have more than 100. Smaller technology providers have also have 100 or fewer employees while larger ones have more than 100.
- For data and analytics providers, employee size is directly related to project volume, but the direct relationship is less true for technology providers.
- The median volume for smaller technology providers is 501 to 1,000 projects compared to more than 1,000 for larger ones. The gap is larger for data and analytics providers: median 101 to 200 projects for smaller ones compared to more than 1,000 for larger providers.

SUPPLIER SIZE CHARACTERISTICS



KEY IMPLICATION:

- "Project volume" is a better, but not perfect, metric for data and analytics, full service research, and field services providers and strategic consultancies than for technology providers. For example, many technology providers license platforms and tools to others for their projects rather than conducting projects themselves, so they may only know that they sold one license, but not how many projects the platform user conducted.

In general, higher percentages of B2C research are related to larger data and analytics and technology providers as consumer research tends to drive research volume.

- The percentage of B2C projects is much higher for larger data and analytics and technology providers than for smaller ones, suggesting that consumer industries drive the most research volume.
- Across provider types and size categories, consumer non-durables, consumer durables, and retail are in the top 5 most mentioned sources of revenue.
- Financial services and media/entertainment/sports are also in the top 5 for each segment, with two exceptions:
  - Smaller data and analytics providers rank health care 2nd, pushing media/entertainment/sports to 6th
  - Larger data and analytics providers rank telecommunications services 4th, replacing financial services
- The average large data and analytics firms draw revenue from 4.6 industries compared to only 3.8 for the smaller ones.
- This situation is reversed for technology providers: smaller ones draw revenue from an average of 5.9 industries compared to just 4.3 for their larger counterparts.

Top Industries Served	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Consumer durables	1	3	1	1	1
Consumer non-durables	2	1	2	4	2
Retail	3	4	3	3	3
Financial services	4	5	6	5	4
Media/entertainment/sports	5	6	5	2	5
Health care	6	2	7	6	6
Telecommunication services	7	8	4	7	7

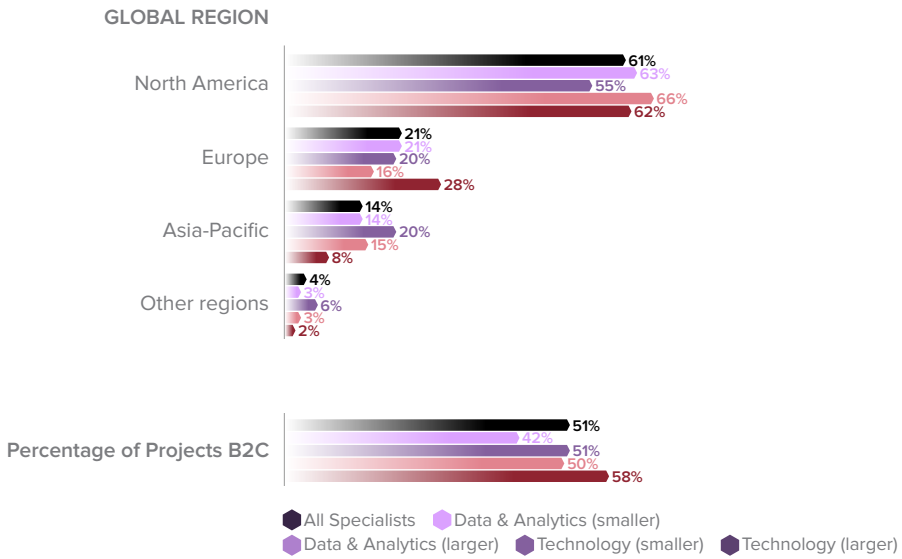
KEY IMPLICATIONS:

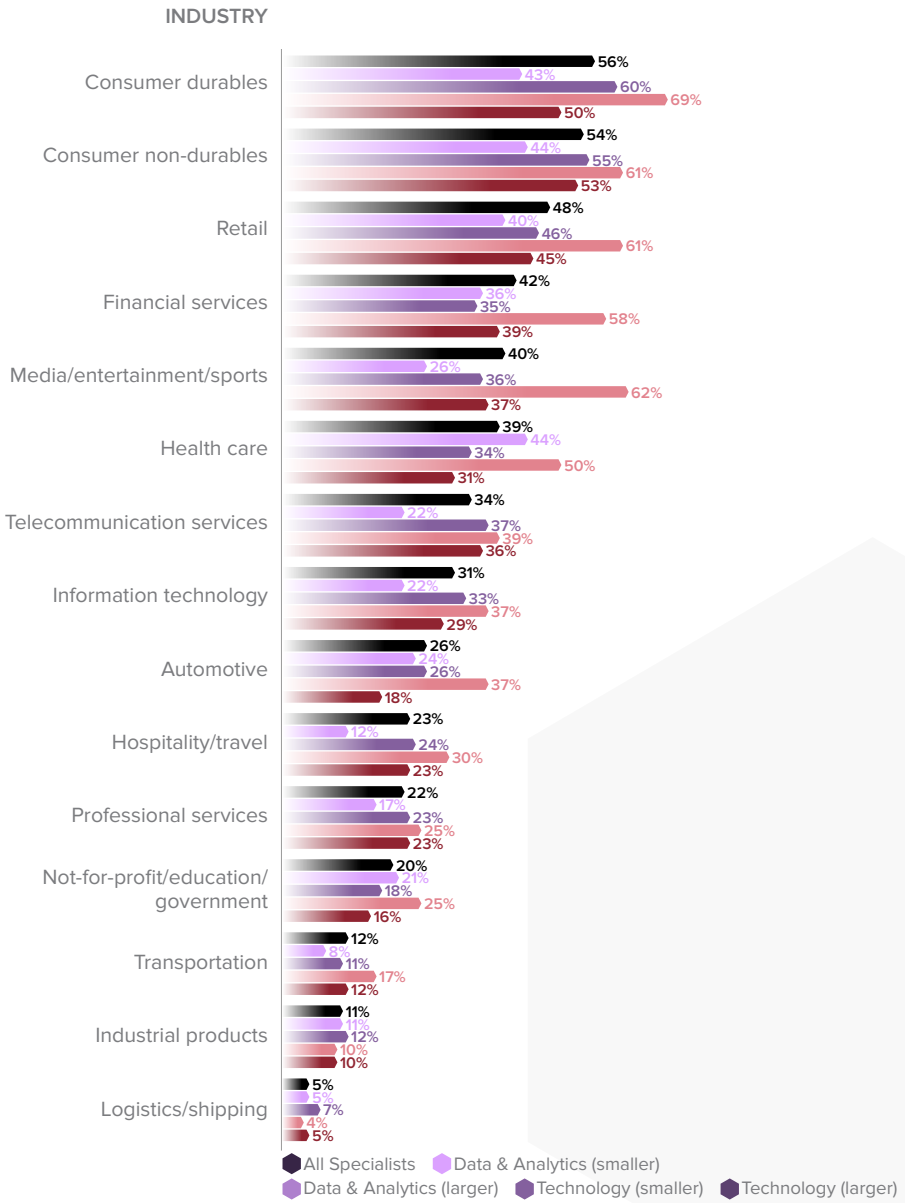
- For data and analytics and technology providers, larger employee sizes are related to higher concentrations of B2C research, but this does not mean that it completely determines overall revenue.
- The smaller technology providers serve a larger number of industries with fewer employees on staff, which suggests (but does not prove) that their business model may be more mass-marketing-driven than relationship-driven.

See next page for detailed chart ›

In general, higher percentages of B2C research are related to larger data and analytics and technology providers as consumer research tends to drive research volume.

REGION AND INDUSTRY CHARACTERISTICS

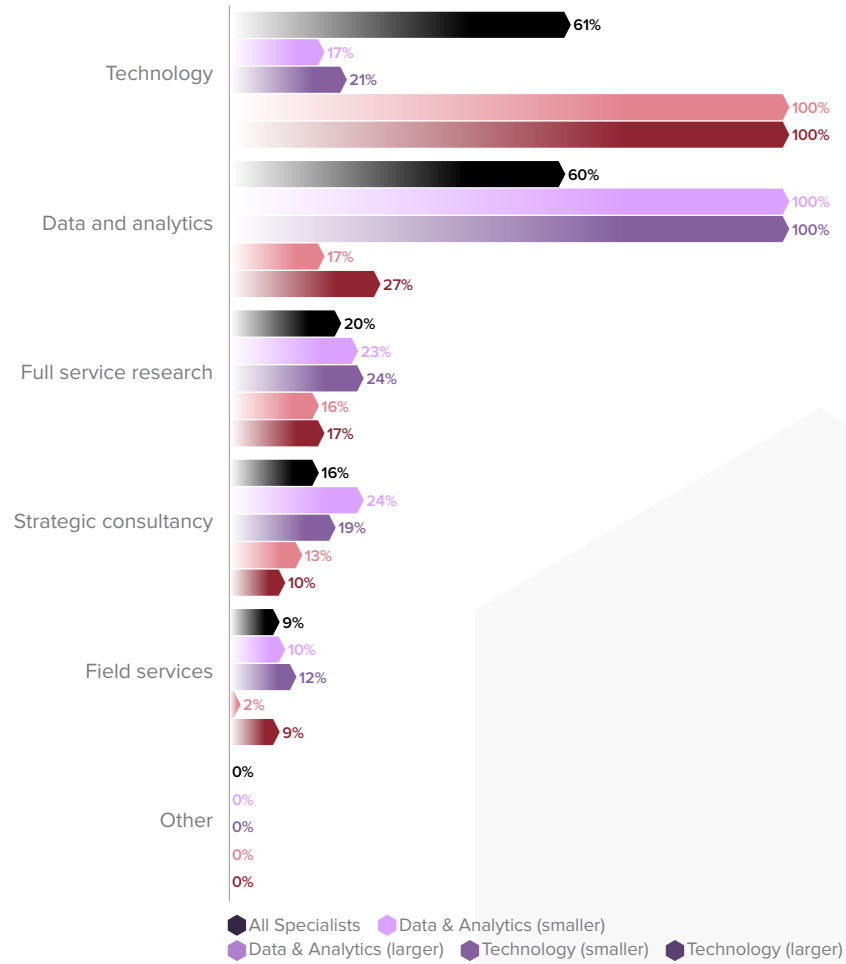




Data and analytics and technology providers are likely to stick to their core service area, although some claim significant revenue from full service research and strategic consulting.

- Within both smaller and larger data and analytics providers, about one-fifth to one-fourth claim significant revenue from each of strategic consulting, full service research, and technology.
- Fewer than one in five technology providers claim significant revenue from full service research and strategic consulting, but more than one-fourth of larger technology firms claim significant revenue from data and analytics.

ALL SOURCES OF REVENUE



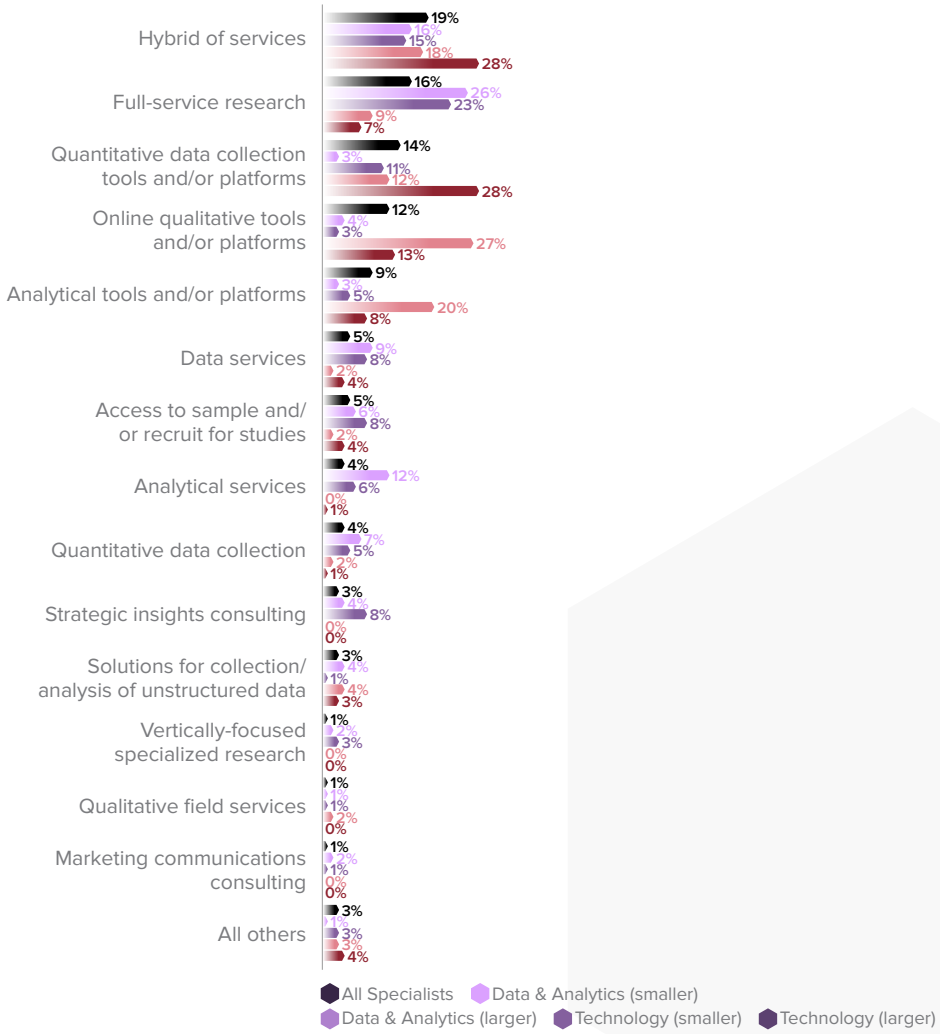
KEY IMPLICATION:

- In last spring's GRIT Business & Innovation report, we identified a couple of trends that seem to be influenced by the pandemic. First, data and analytics providers became more interested in diversifying their services, and we see some of that here. Second, technology providers realized that large full service providers needed to use their platforms, and they shifted their focus toward serving these suppliers rather than trying to compete with them for end clients; again, we see that trend suggested here.

Providers of data and analytics services are diverse, while the technology provider category seems to be coalescing around a more distinct identity than it had in the past.

- When asked to select a specific offering to represent their primary service, there was very little consensus within larger or smaller providers.
- Consensus was higher among technology providers. Smaller ones named a set of tools or platforms as their primary service, including qualitative, quantitative, or analytical tools. Most of the larger ones said they offer a "hybrid" of services or quantitative data collection tools or platform.

PRIMARY SERVICE OFFERING



KEY IMPLICATIONS:

- Data and analytics providers have little consensus as to which "primary" services they offer because the suppliers in this category are diverse, and the category itself is arguably the least mature of the five main types. Many data and analytics providers are trying to decide "what they want to be when they grow up."
- The technology segment is more settled, particularly because these suppliers are, generally speaking, taking a more symbiotic perspective of other types of suppliers.

As with full service research providers and strategic consultancies, larger specialists are more diversified, and the path forward for this diversification is less clear for data and analytics providers than it is for technology providers.

- Smaller data and analytics providers have the most concise portfolios of services, offering 3.8, on average. No service is offered by a majority, and the most common are quantitative data collection, full service research, and analytical services.
- Large data and analytics providers offer 5.3 services, on average, and half or more offer the same three services that are most common to smaller providers. However, they are also likely to offer quantitative data collection tools and platforms, strategic insights consulting, and data services.
- Smaller technology providers offer 4.5 services, on average, and most of them offer analytical tools or platforms and online qualitative tools or platforms. They are also likely to offer tools or platforms for quantitative data collection and solutions for collection/analysis of unstructured data.
- Larger technology providers offer 5.5 services, on average, and most of them offer quantitative data collection tools or platforms, analytical tools or platforms, and access to sample. They are also likely to offer online qualitative tools or platforms, quantitative data collection, full service research, and solutions for collection/analysis of unstructured data.

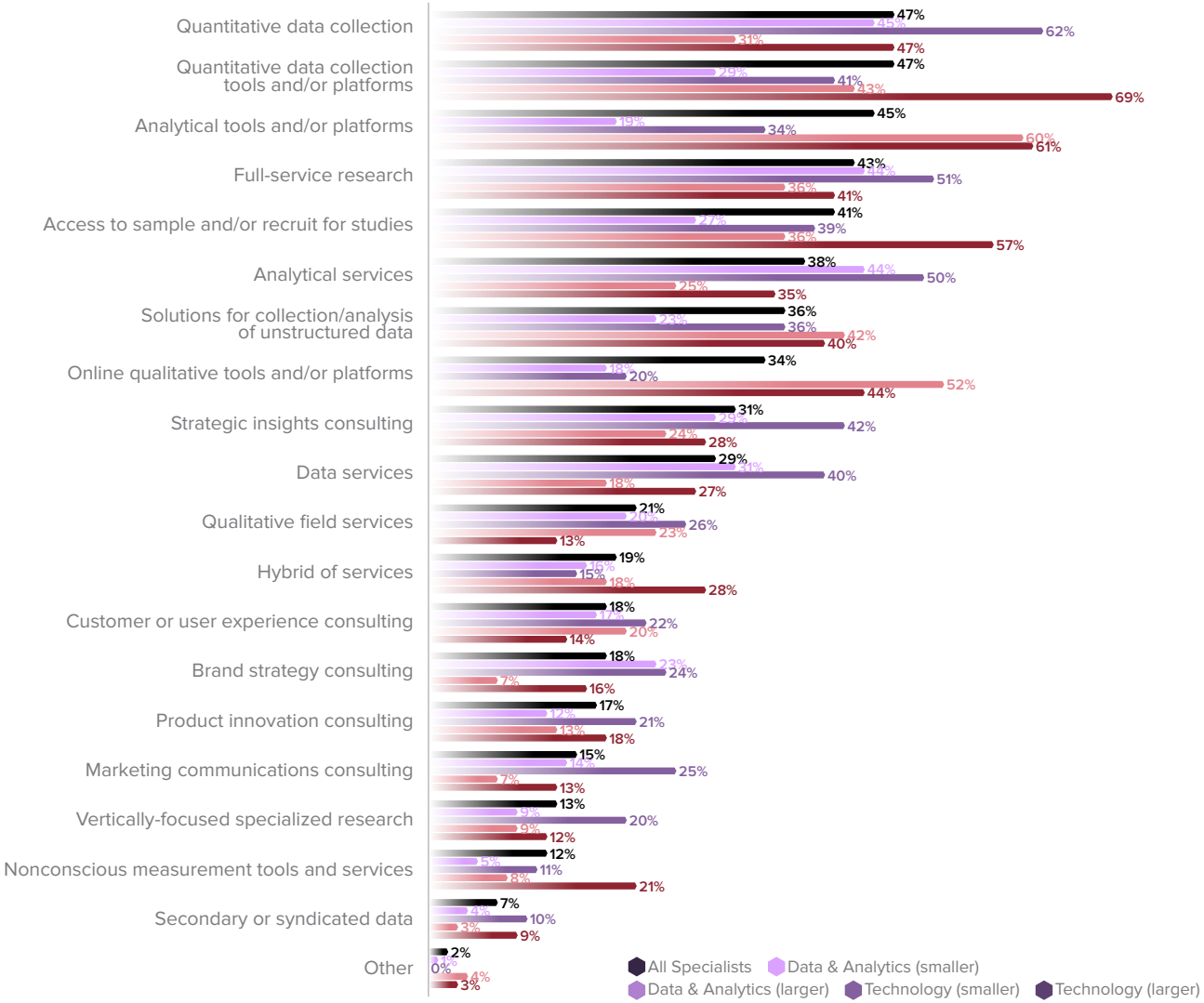
KEY IMPLICATIONS:

- Larger data and analytics providers seem to be smaller ones who diversified their services, but, unlike full service research suppliers and strategic consultancies, they do not yet have a clear direction.
- Larger technology suppliers (at least in terms of employee size) are smaller ones who added more tools or platforms, field services, full service research, and, in some cases, consulting services. These may be technology providers who are diversifying their service portfolio or full service research providers and strategic consultancies who have acquired them but retained the “technology” identity.
- Throughout this report, we’ve seen that as full service suppliers and strategic consultancies grow, they ultimately add data and analytics services to their portfolios, and that path seems pretty well established. That path is not available for growing data and analytics providers, and their category is experiencing some restructuring now.

See next page for detailed chart ›

As with full service research providers and strategic consultancies, larger specialists are more diversified, and the path forward for this diversification is less clear for data and analytics providers than it is for technology providers.

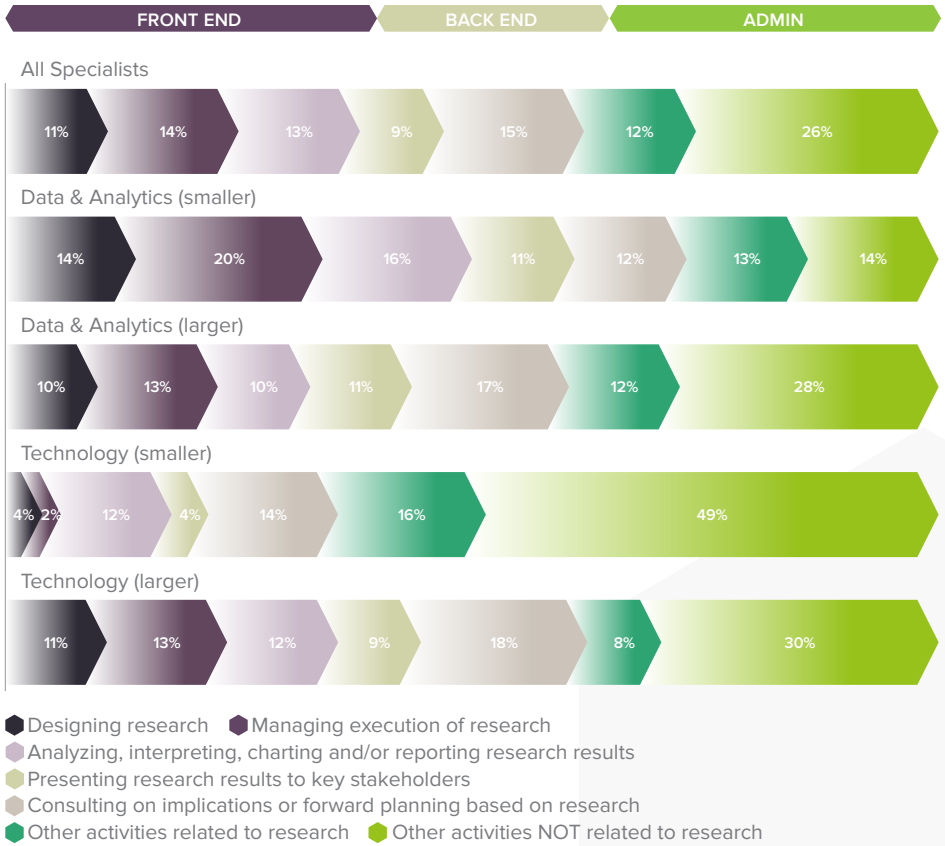
ALL SERVICE OFFERINGS



Data and analytics and technology providers in each size category spend their time differently compared to full service researchers and strategic consultancies and also differently from each other.

- Smaller data and analytics providers act more like traditional researchers than the other segments: they spend the most time designing and managing research and the least time consulting on implications and non-research activities.
- Smaller technology providers behave more like product marketers: they spend nearly half their time on non-research activities – possibly platform or tool development – and the least time designing and managing research and presenting results.
- Larger technology providers spend the least time on "other" research activities but the most time consulting on implications of the research, possibly because their solutions may be likely to result in some kind of infrastructure change.
- Like the technology provider segments, larger data and analytics providers spend more time on activities not related to research.

% OF TIME SPENT ON ACTIVITIES



KEY IMPLICATION:

- Technology and larger data and analytics providers operate more like product innovators and marketers than like traditional researchers, and the additional time they spend on non-research activities is reflected in their platform- and tool-heavy service portfolios.

For data and analytics and technology providers, deliverables reach multiple client functions, most commonly an insights group, analytics, an executive team, marketing, and product management.

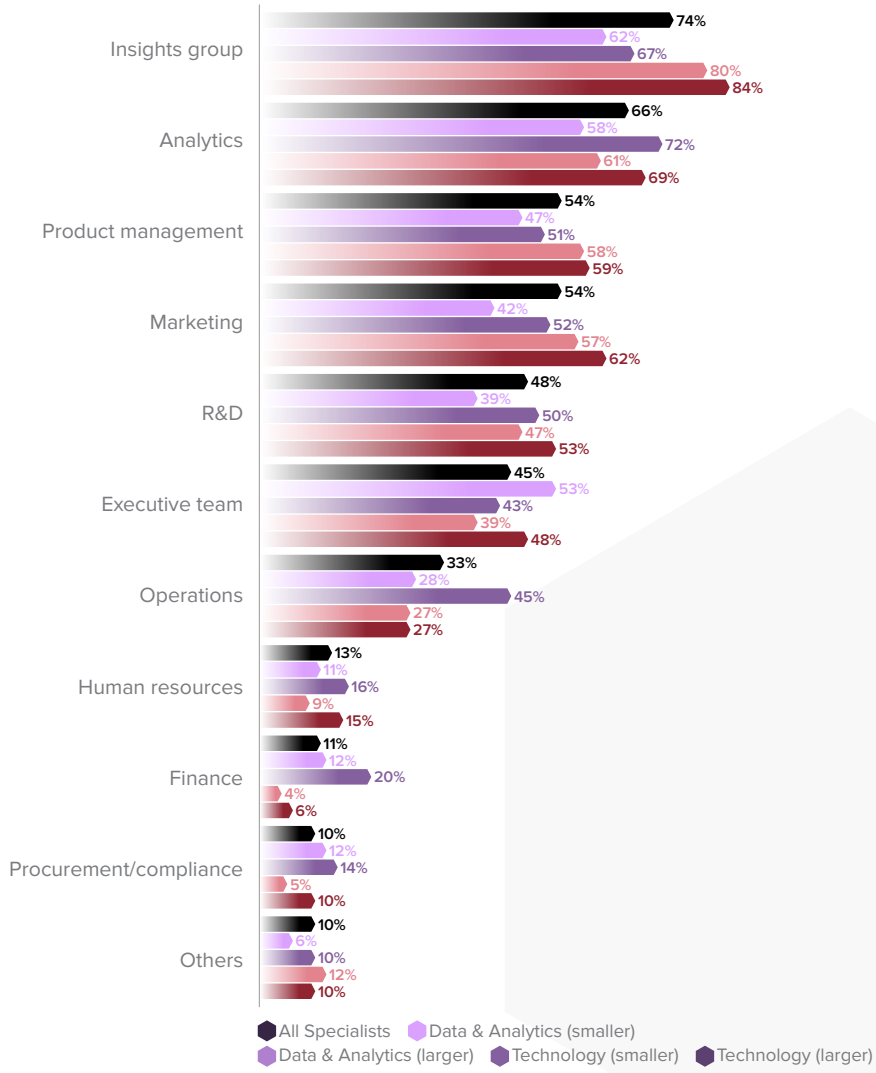
	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Receive/Create New Insights	4.2	3.7	4.4	4.0	4.4

- Within each data and analytics and technology segment, research deliverables reach about four different client functional areas, and most in each segment say they touch an insights group and analytics.
- Most of the smaller data and analytics providers say deliverables also reach an executive team, and half or more in the larger data and analytics segment say their deliverables reach marketing, product management, and R&D. Nearly half of these larger providers also name operations as a recipient.
- In each technology size category, most say that deliverables also reach product management and marketing, and most of the larger ones also name R&D.

KEY IMPLICATION:

› Research deliverables from data and analytics and technology providers of all sizes reach many client audiences, and it is helpful to anticipate them to make sure your deliverables and communications are effective for each group.

ENGAGEMENT WITH INSIGHTS: RECEIVE DELIVERABLES & CREATE NEW INSIGHTS



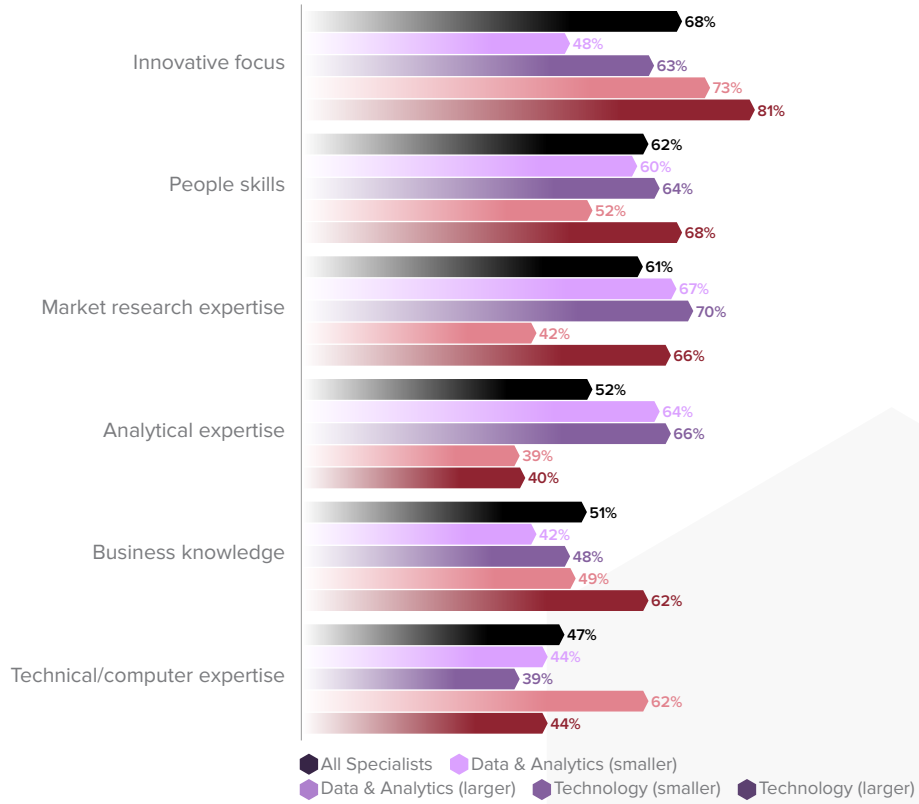
For data and analytics and technology providers of all sizes, people skills are among their top 3 skills to develop with staff.

	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Key Priority	3.4	3.2	3.5	3.2	3.6

- In each data and analytics and technology segment, developing people skills is one of the top 3 staff development priorities.
- For all but smaller data and analytics providers, innovative focus is the top skill to develop.
- The two smaller provider segments place market research expertise among their top 3.
- The smaller data and analytics and the larger technology providers have analytical expertise as a top skill, and larger data and analytics providers prioritize technical and computer expertise 2nd.

Key Skill Priorities Ranked	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Innovative focus	1	4	1	1	1
People skills	2	3	3	2	2
Market research expertise	3	1	5	3	4
Analytical expertise	4	2	6	6	3
Business knowledge	5	6	4	4	5
Technical/computer expertise	6	5	2	5	6

SKILL EMPHASIS: KEY PRIORITY



KEY IMPLICATIONS:

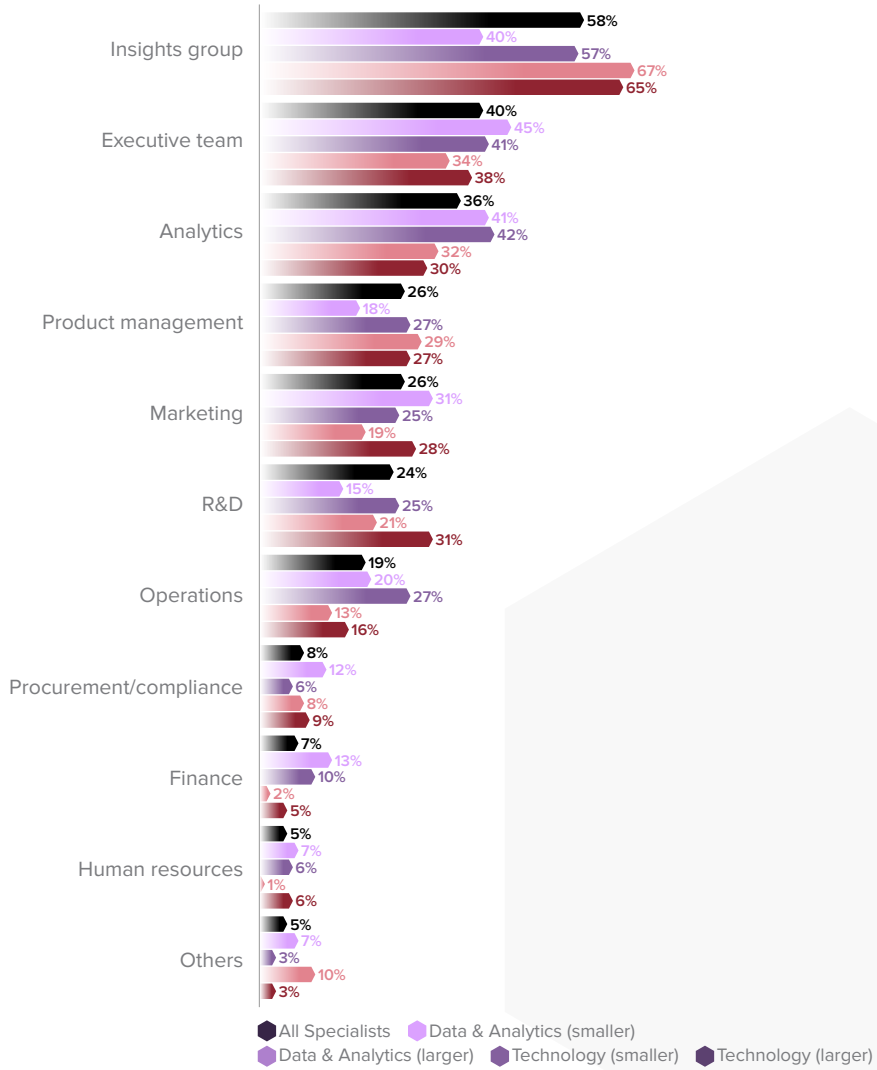
- Earlier, we hypothesized that technology and larger data and analytics providers operate more like product marketers than traditional researchers, and the higher priority they place on developing an innovative focus supports this view.
- As more staff at these providers migrate from purely technical and internal development roles, it is appropriate for these providers to focus on developing staff with good people skills who can communicate with and manage the myriad client functional areas they are likely to encounter.

Although key client decision-makers for methodologies and partners are most likely to include some combination of an insights group, executives, and/or analytics, there is not a lot of consensus across data and analytics and technology providers.

	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Key Decision-makers	2.5	2.5	2.7	2.4	2.6

- On average, each category of data and analytics and technology providers identify at least two key client decision-makers for selecting methodologies and partners.
- Most technology and larger data and analytics suppliers say an insights group is a key decision-maker, followed by an executive team and analytics.
- Among smaller data and analytics providers, there is no majority consensus, but an executive is the most common key decision-maker followed by an insights group and analytics.

ROLE IN SELECTING METHODOLOGIES/PARTNERS: KEY DECISION-MAKER



KEY IMPLICATION:

- Data and analytics and technology providers of all sizes are fairly diverse and interact with their markets differently. While there is some consensus that an insights group, executives, and/or analytics will be key decision-makers for your services, a lot will vary based on what you have to offer and how you approach your market and target prospects.

Many client functional areas influence the selection of data and analytics and technology services, most commonly an insights group, an executive team, analytics, product management, marketing, and R&D.

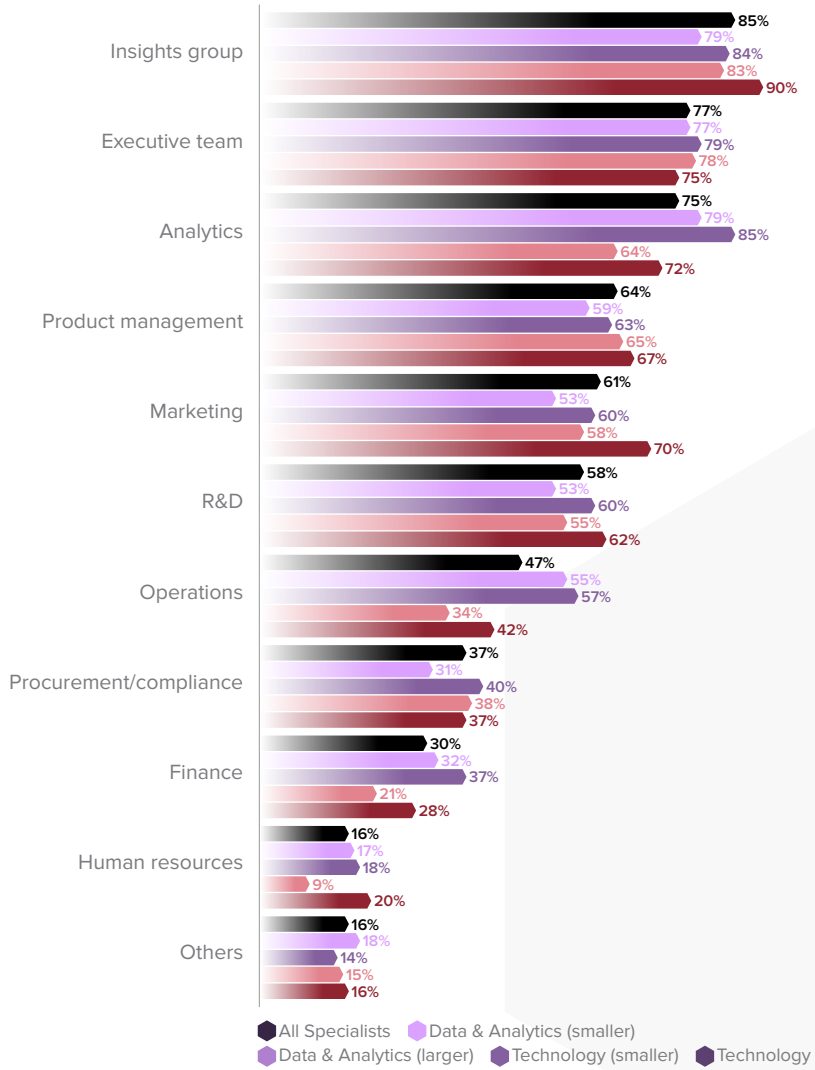
	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Decision-makers/ Influencers	5.7	5.5	6.0	5.2	5.8

- Across sizes of data and analytics and technology providers, clients have at least five functions, on average, involved in selection of methodologies and partners.
- In each segment, insights groups and executive teams almost always influence selection, and analytics groups almost always influence selection in all but smaller technology providers, where it is a solid majority but not an influencer for about one-third of them.
- For most in each segment, influencers also include product management, marketing, and R&D. Larger and smaller data and analytics providers also say operations is a key influencer.

KEY IMPLICATION:

› Data and analytics and technology providers and services are likely to be scrutinized by many diverse parities internal to the client, and marketers, salespeople, and client service teams need to be prepared to speak effectively to and with each of them.

ROLE IN SELECTING METHODOLOGIES/PARTNERS: KEY DECISION-MAKER OR INFLUENCER



Data and analytics and technology providers are in near-universal agreement that they need to be best-in-class or among the leaders in understanding client needs and gaining their trust, communicating effectively, and executing their core services powerfully and efficiently.

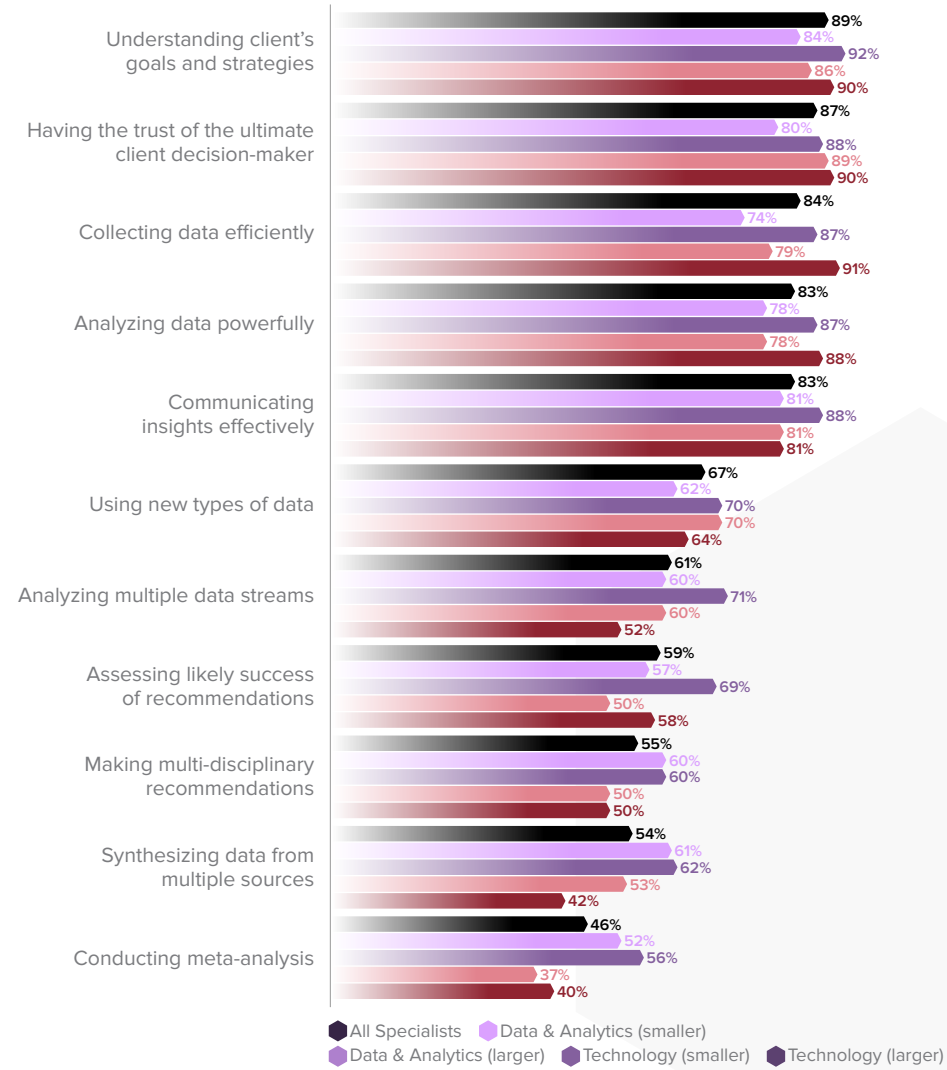
	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Best-In-Class or Among Leaders	7.7	7.5	8.3	7.3	7.5

- Almost all data and analytics and technology providers of all sizes say they need to be best-in-class or competitive with leaders regarding understanding client's goals and strategies, having the trust of the ultimate client decision-maker, collecting data efficiently, analyzing data powerfully, and communicating insights effectively.
- Larger data and analytics providers are more likely than other suppliers to prioritize analyzing multiple data streams, assessing likely success of recommendations, and conducting meta-analysis.

KEY IMPLICATION:

› Data and analytics and technology providers view no fewer than five of these areas to be table stakes for survival. This point of view is likely driven by the same understanding of basic client service requirements shared by full service research suppliers and strategic consultancies, plus requirements in areas that define their core services, such as analyzing data powerfully and collecting data efficiently.

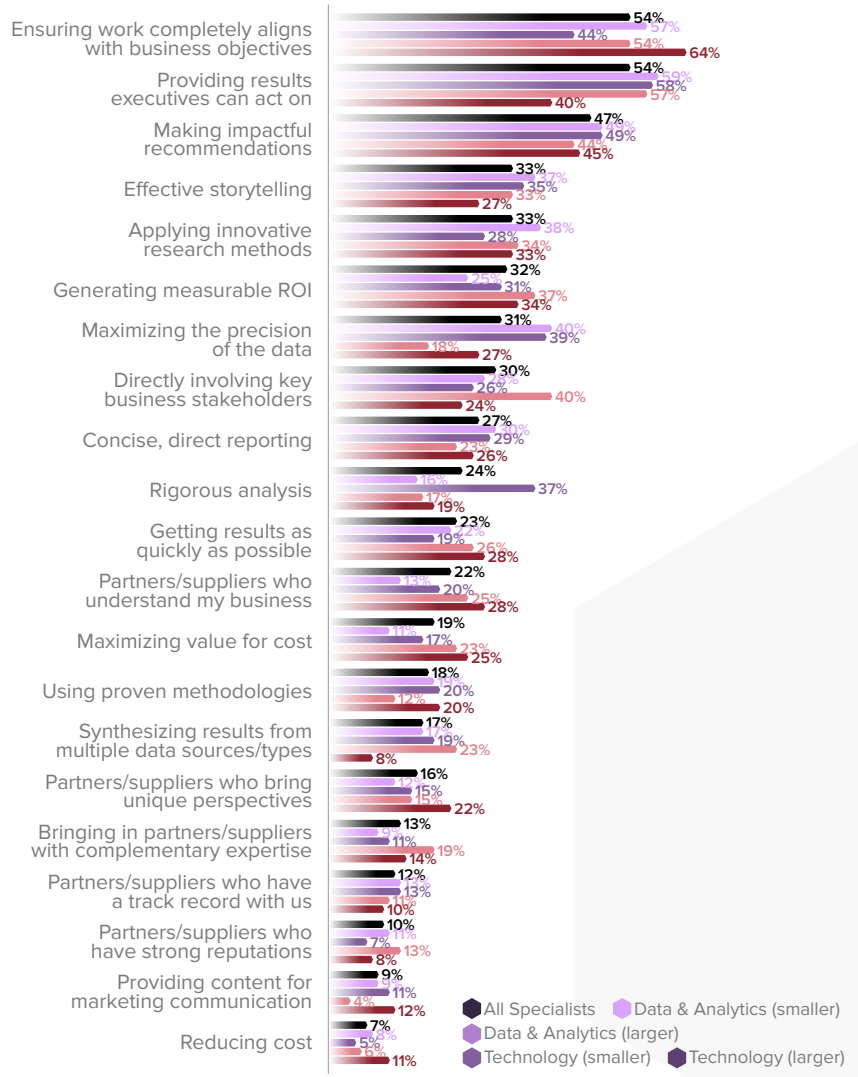
KEY SKILLS AND INITIATIVES: MUST BE BEST-IN-CLASS OR AMONG LEADERS



Within each segment, providing results executives can act on, making impactful recommendations, and ensuring work completely aligns with business objectives are the top 3 keys to impactful insights work.

- The top 3 priorities for insights impact are the same within each category: providing results executives can act on, making impactful recommendations, and ensuring work completely aligns with business objectives.
- Applying innovative research methods is in the top 5 for smaller data and analytics and larger technology providers.
- Generating measurable ROI is in the top 5 for technology providers of all sizes.
- Maximizing the precision of the data is in the top 5 for data and analytics providers of all sizes.
- Directly involving key business stakeholders is in the top 5 for smaller technology providers, and rigorous analysis completes the top 5 for large data and analytics providers.
- Effective storytelling is 4th overall if all segments are combined, but is not in the top 5 for any individual segment.

MOST IMPORTANT TO SUCCESS OF INSIGHTS WORK



KEY IMPLICATIONS:

- Regardless of staff size, the main priority for insights project success is how the work impacts the business.
- For technology providers, measurable ROI is also a key success factor, and, for data and analytics providers, maximizing data precision is key.

Across segments, almost all suppliers say aligning research with senior stakeholder business objectives is a top-of-mind concern, and most say future growth strategy is almost always on their minds.

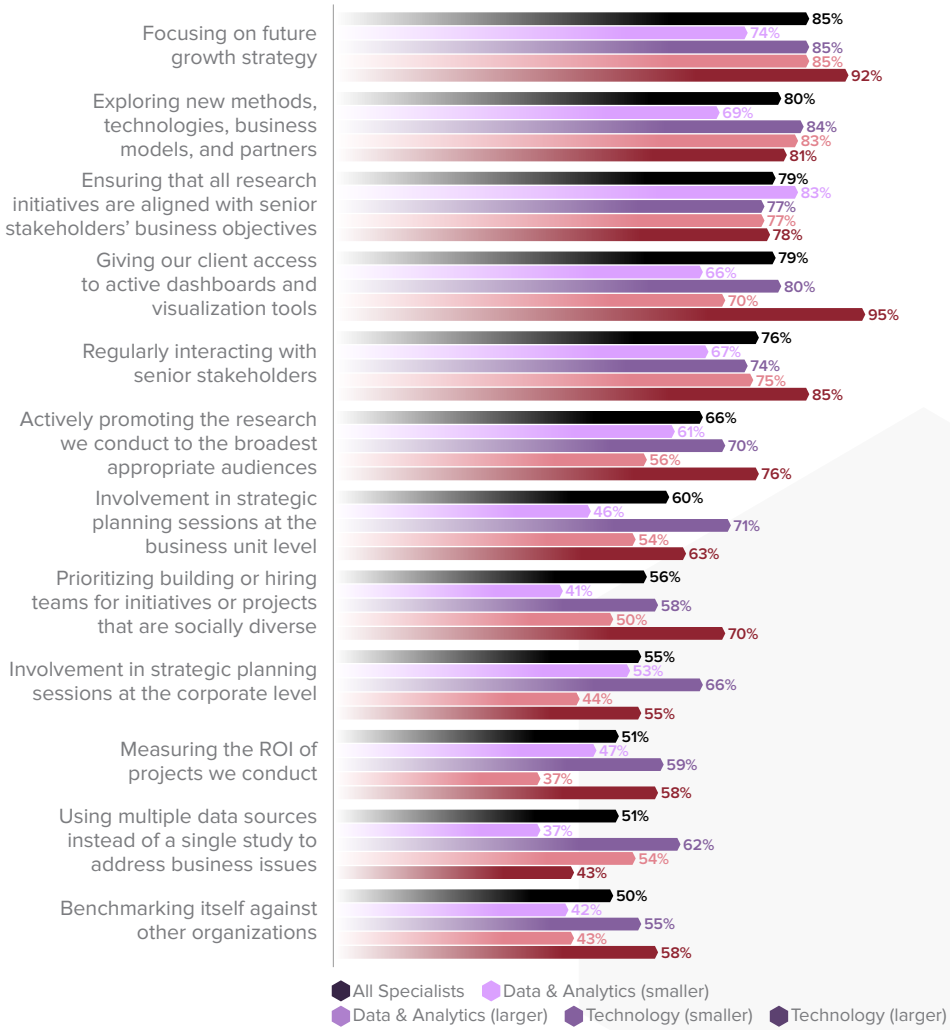
	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Always/Frequently	8.3	7.1	8.9	7.6	9.0

- Across data and analytics and technology providers of all sizes, almost all ensure that research initiatives are aligned with senior stakeholders' business objectives.
- Also in each segment, the majority follow these best practices:
  - Focus on future growth strategy
  - Explore new methods, technologies, business models, and partners
  - Give clients access to active dashboards and visualization tools
  - Regularly interact with senior stakeholders
  - Actively promote the research to the broadest appropriate audiences

KEY IMPLICATION:

› The key success criteria for insights impact dovetail well with these best practices as all sizes of data and analytics and technology providers recognize the need to keep the concerns of key client stakeholders top-of-mind.

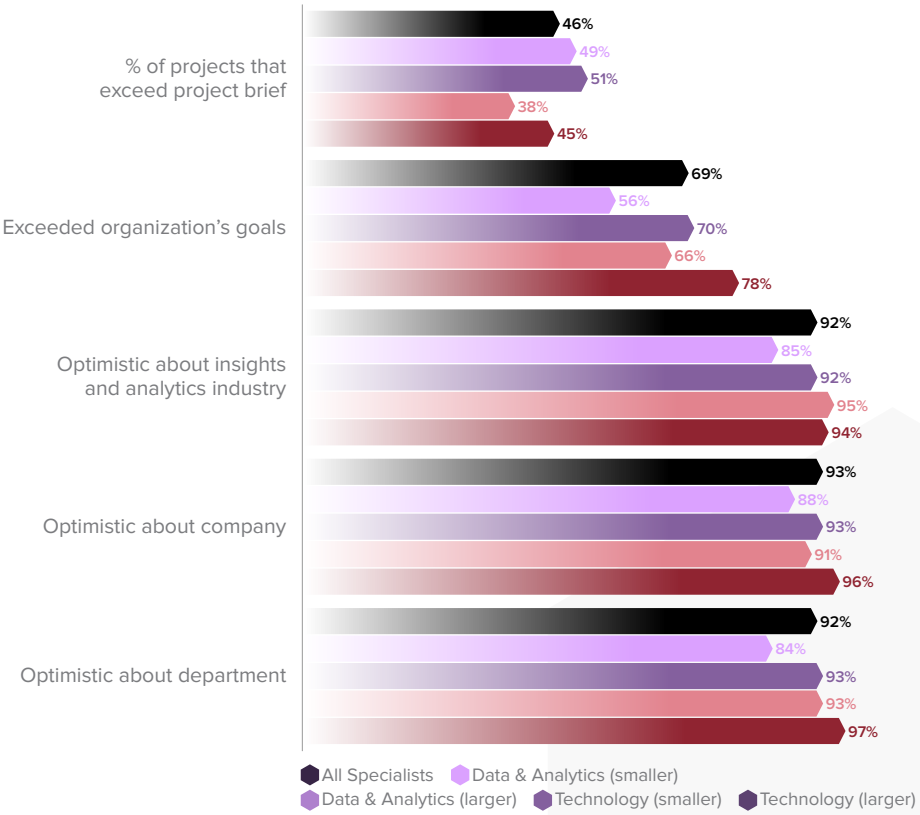
ACTIVITIES DONE ALWAYS/FREQUENTLY



Smaller data and analytics providers are least likely to have exceeded their insights goals and the least optimistic about the future.

- Smaller technology providers have a lower rate of exceeding the business needs on projects, but they may have the kinds of "projects" for which that is impossible (e.g., provide a license rather than conduct full service research).
- Project success does not track with overall performance against goals as the smaller data and analytics providers are the least likely to have exceeded their goals and the larger technology providers are the most likely to have exceeded theirs, but they have similar rates of project success.
- Optimism tracks better with overall performance as the smaller data and analytics providers tend to be the least successful and the least optimistic.

INSIGHT FUNCTION PERFORMANCE AND ATTITUDE



KEY IMPLICATIONS:

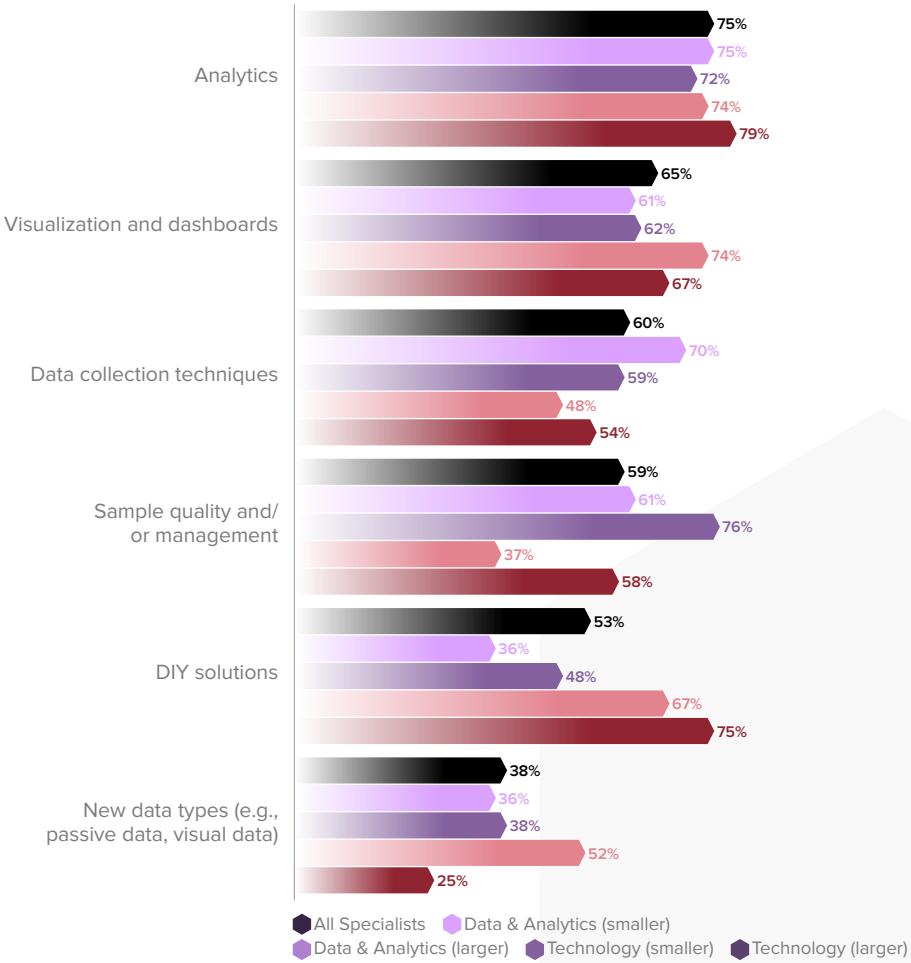
- As a metric, project performance versus business objectives may not be very useful for data and analytics and technology providers given the nontraditional kinds of work they may conduct.
- Most of the smallest data and analytics providers exceeded their overall goals, but they underperformed relative to larger data and analytics providers. It is typical for smaller suppliers to struggle more than larger ones, but smaller technology providers did not struggle as much as smaller data and analytics providers. This may be due to the likelihood that smaller data and analytics providers operate similarly to traditional researchers while technology providers do not, leaving smaller data and analytics providers more vulnerable to broader industry trends.

Most data and analytics and technology providers of all sizes are prioritizing investment in technology for analytics and visualization/dashboards.

	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Key Priorities	3.5	3.4	3.6	3.5	3.6

- Across data and analytics and technology providers of all sizes, most have made investment in analytics and visualization/dashboards key priorities.
- Most data and analytics and larger technology providers have made investment in data collection techniques and sample quality/management key investment priorities, and nearly half of smaller technology providers have made data collection techniques one.
- Most technology providers of all sizes have made DIY solutions a key investment priority, and most of the smaller technology providers have done so for new data types.

TECHNOLOGY INVESTMENTS: KEY PRIORITIES



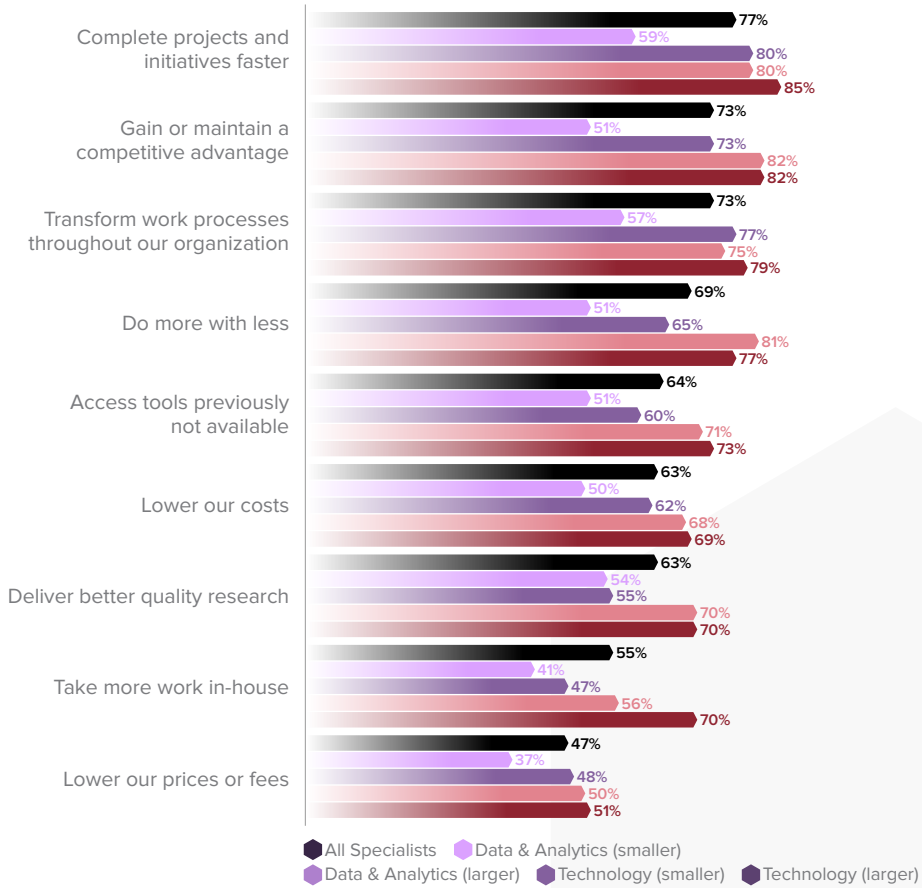
KEY IMPLICATION:

- The services in each provider's portfolio determine how they invest in technology because these particular types of suppliers are more inclined to look for technological solutions to their challenges. Analytics and dashboards are common priorities because they are commonly offered; however, data collection techniques and sample quality are not prioritized as highly by smaller technology providers because these services are less likely to be in their service portfolios.

Larger data and analytics and all technology providers strongly believe that automation will help them complete projects and initiatives faster, gain a competitive advantage, and transform their work processes.

- Technology providers of all sizes believe automation offers many benefits; more than 80% believe it will help them complete projects and initiatives faster and gain a competitive advantage.
- Among smaller and larger technology providers, at least 70% believe automation will transform their work processes, enable them to do more with less, access tools not previously available, and deliver better quality research.
- Larger data and analytics providers are much more bullish on the benefits of automation than smaller ones. More than 70% believe it will help them complete projects and initiatives faster, gain a competitive advantage, and transform their work processes.
- Among smaller data and analytics providers, no benefit achieves more than 59% support (complete projects and initiatives faster).

ROLE OF AUTOMATION: AGREEMENT (TOP 2 BOX)



KEY IMPLICATION:

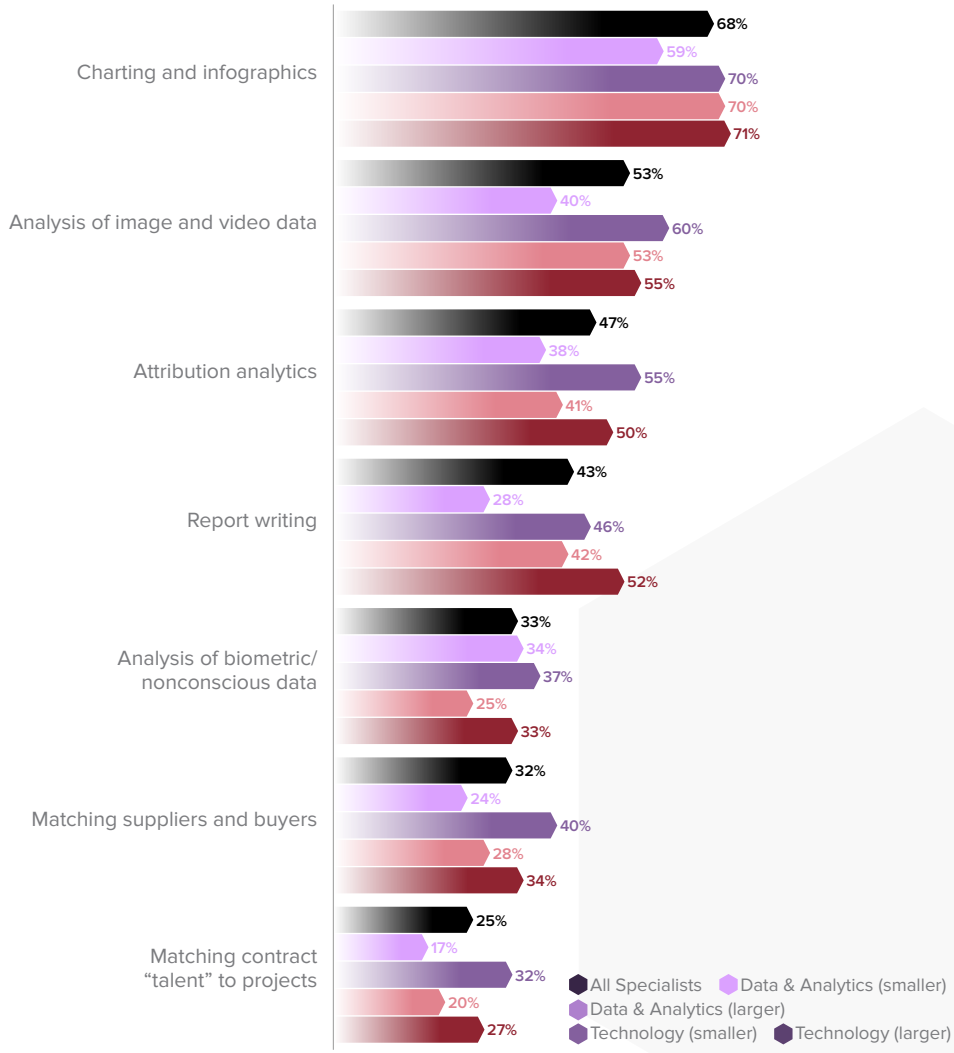
- In each GRIT report, speed persists as one of the overwhelmingly important criteria for prioritizing methodologies, and data and analytics and technology providers believe automation will deliver this, transforming their work processes and giving them a competitive advantage.

Most data and analytics and technology providers see charting and infographics as the first priority for automation.

	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Have/Will Have Key Role	3.0	2.4	3.4	2.8	3.2

- Most data and analytics and technology providers of all sizes believe automation does or will play a key role in charting and infographics.
- Most of the larger data and analytics and technology providers believe it has or will have a key role in analysis of image and video data.
- Half or more of the larger data and analytics and larger technology providers believe it has or will have a key role in attribution analytics.

ROLE OF AUTOMATION: HAS/WILL HAVE A KEY ROLE



KEY IMPLICATION:

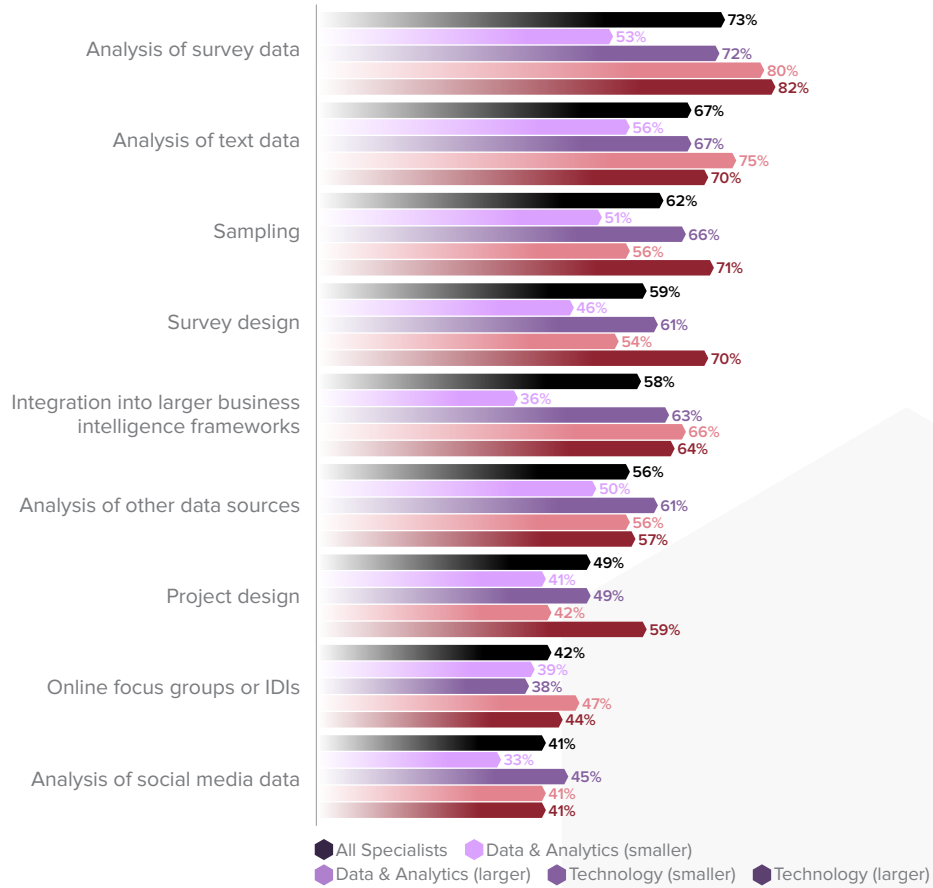
- Charting and infographics is a task that most recognize as ripe for automation, but interest in automating other tasks may depend on the importance of the task to them and their comfort with technology.

Data and analytics and technology providers believe automation has or will have a key role in analysis of survey and text data, sampling, and analysis of "other" data sources.

	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Have/Will Have Key Role	5.1	4.0	5.2	5.2	5.6

- Half or more of data and analytics and technology providers of all sizes say automaton has or will have a key role in analytics of survey data, analysis of text data, sampling, and analysis of "other" data sources.
- Most of the larger data and analytics and all sizes of technology providers also see key roles in survey design and integration into the larger business framework.

ROLE OF AUTOMATION: HAS/WILL HAVE A KEY ROLE



KEY IMPLICATION:

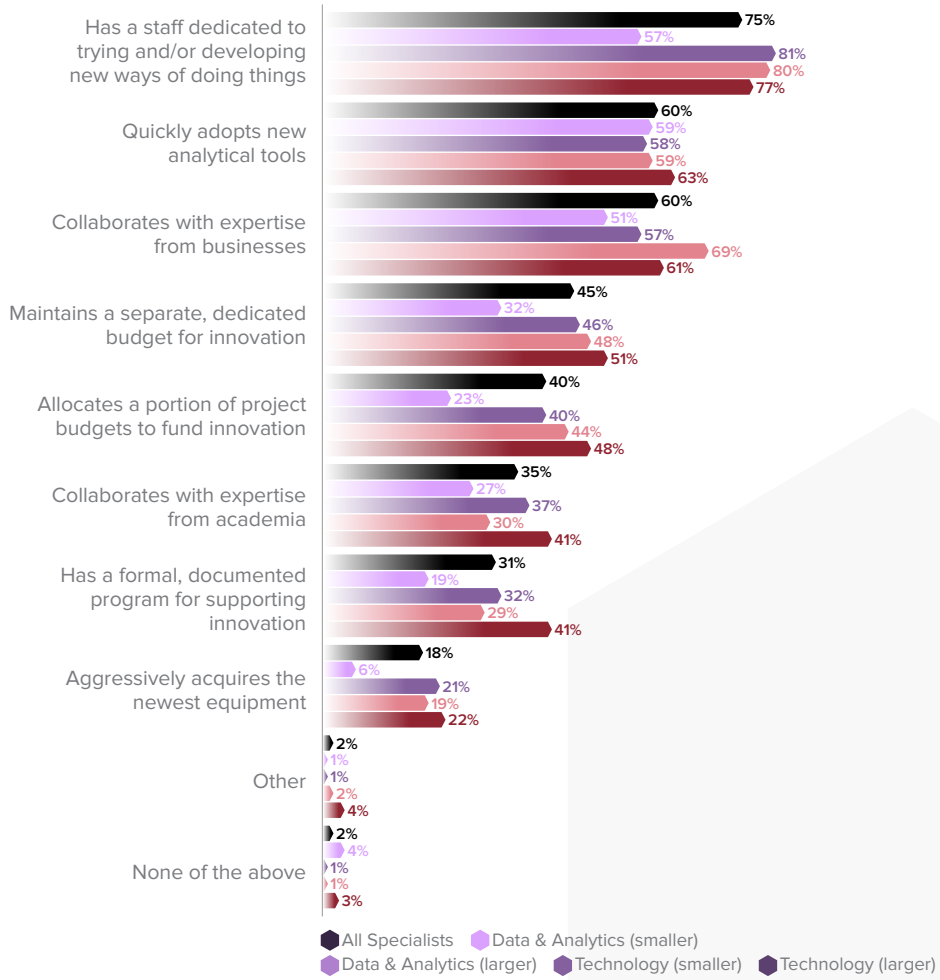
- Already predisposed toward technology, these providers believe automation will play key roles in tasks that drive their core services.

Suppliers invest in innovation in different ways. There is most consensus around dedicating staff to it, adopting new analytical tools, and collaborating with business experts.

	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Ways Invest in Innovation	3.7	2.8	3.7	3.8	4.1

- Most data and analytics and technology providers of all sizes invest in innovation by dedicating staff to trying new things, quickly adopting new tools, and collaborating with business experts.
- Most of the larger technology providers and nearly half of the smaller ones and larger data and analytics providers maintain a separate, dedicated budget for innovation.
- Allocating portions of project budgets to innovation is also a significant way to invest for larger data and analytics and all sizes of technology providers.

HOW INVEST IN INNOVATION



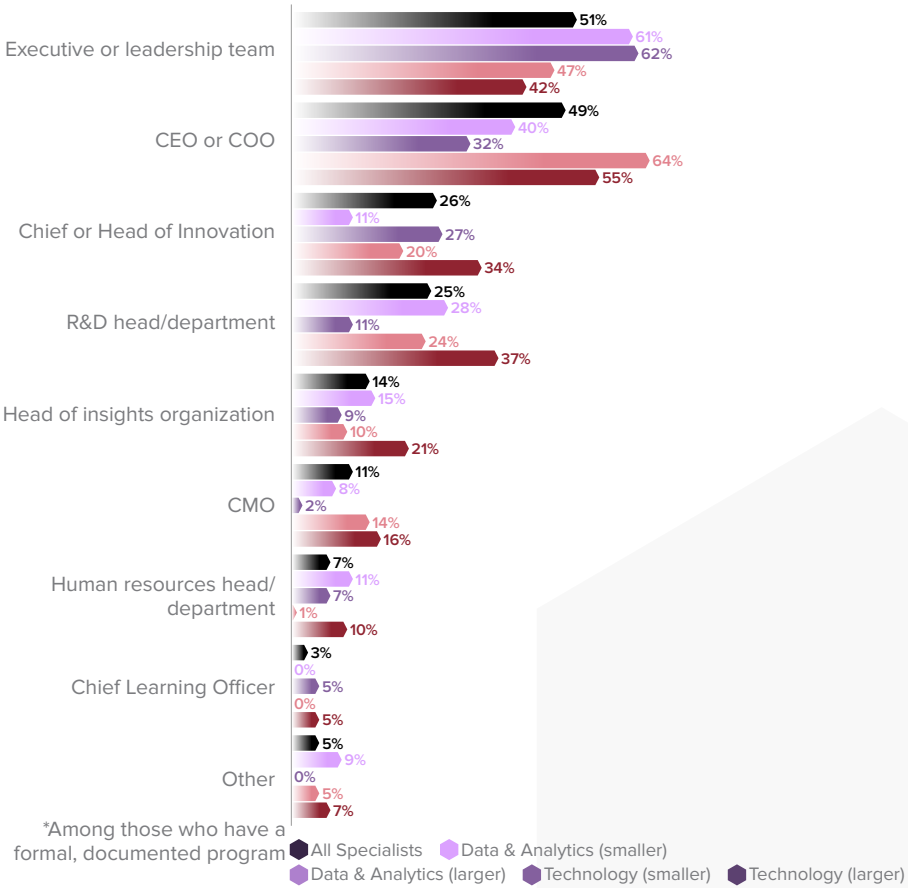
KEY IMPLICATION:

- In recent GRIT reports, we've highlighted how the most successful innovators are those who dedicate budget to it, and having a formal, documented program makes it more likely that budget will be allocated,

For data and analytics providers that have a formal innovation program, the program is most likely led by an executive or leadership team; for technology providers, it is more likely to be the CEO or COO.

- Most of the larger and smaller data and analytics providers who have a formal, documented program for innovation put an executive or leadership team in charge of it, and many have the CEO or COO lead it.
- Among smaller and larger technology providers, most put the CEO or COO in charge of it, and many put an executive or leadership team in charge.
- The larger technology providers are more likely than others to give innovation program leadership to a Chief or Head of Innovation or the R&D department.

WHO LEADS INNOVATION*



KEY IMPLICATION:

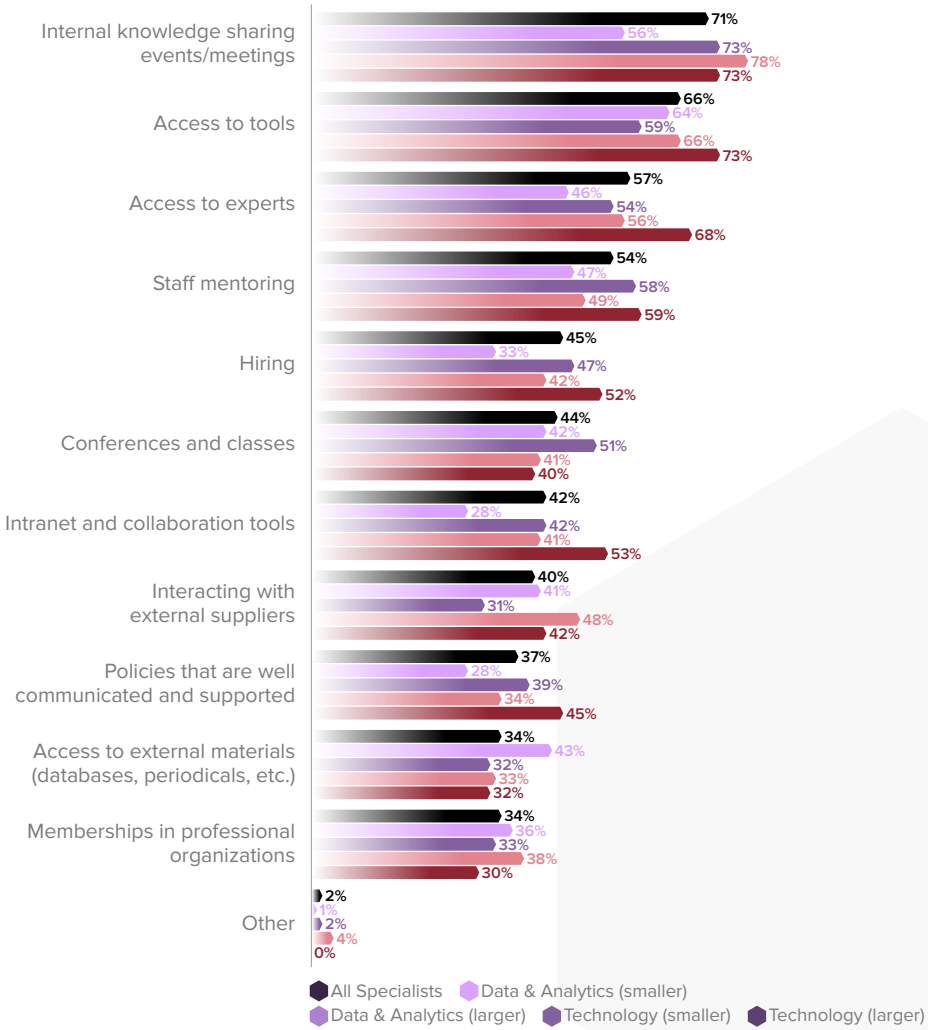
- Unlike the other supplier categories we've discussed, there is more of a consensus at data and analytics and technology providers regarding who is in charge of their innovation programs. Many of these firms are organized around products, so innovation may be more or less baked into their structure as part of the organization plan.

Data and analytics and technology providers of all sizes employ multiple tactics to foster innovation, particularly internal knowledge sharing events and access to experts

	All Specialists	Data & Analytics (smaller)	Data & Analytics (larger)	Technology (smaller)	Technology (larger)
Avg. No. Ways Foster Innovation	5.3	4.6	5.2	5.3	5.7

- Data and analytics and technology providers of all sizes use at least four tactics to foster innovation, on average.
- Most of these providers hold internal knowledge sharing events and provide access to tools.
- Nearly half or more in each segment provide access to experts or staff mentoring.

TACTICS TO FOSTER INNOVATION



KEY IMPLICATION:

› Data and analytics and technology providers of all sizes tend to take an active role in fostering innovation among their staff. For example, they are more likely to hold internal knowledge sharing events and mentor staff than to rely on interaction with external suppliers.

GREENBOOK
New York AMA Communication Services Inc.
234 5th Avenue, 2nd floor
New York, NY 10001

WWW.GREENBOOK.ORG

Directory Events Jobs Webinars Podcasts Publications

GreenBook
REPORTS