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Lenny Murphy: Welcome, everybody to the [INAUDIBLE] webinar. Sorry, we're having a little bit too much fun trying to resolve technical issues. You're catching me at mid laugh about that. But welcome to our webinar. This is one of my annual favorites. We've been doing this for four years now, this is the fourth year, I think. We're in the fall. We get together with a great folks from L&E, and our friends from P&G and Microsoft and other companies, and we talk about what's new and what's coming. I am Lenny Murphy. I'm going to be more of a panelist than a moderator. But since I am wearing my GreenBook hat right this second, here's the basic housekeeping rules; we'll last an hour. You're on mute. You can submit questions via the q & a chat box, please do that. We'll incorporate those at the very end. And then this event is being recorded. And you'll get a link to the recording here in a couple of days. Now, I'm going to hand it off to our moderator, Brett Watkins from L&E. Brett, take it away.

Brett Watkins: Thank you, Lenny, appreciate it, always great here to be part of this event. Like you, a lot of fun that I always have. We've expanded as you know, our audience. Four years ago, it was you, me and Charlie and we felt like- it was like the Rolling Stones. We felt like the band could only get bigger and better. So now we have saxophones and other great musicians to add into it. So Barry, like you said is working on joining us. But why don't we do quick introductions for those who may not have been here with us in the past. Mum always raised me say ladies first, so Kelli Hammock, here with L&E Research. Kelli, tell us a little about yourself and introduce yourself to everybody.

Kelli Hammock: As Brett just said, I'm Kelli Hammock. I do work with L&E research. I have spent most of my career on the supplier side mostly working in operations. So I've done project management, I've done database management, some survey programming, and now we work on the sales side with proposals, consultations, general advice and really helping our clients make sure they're selecting the right technologies for their research. I am thrilled to be part of this webinar. And I'm very excited to be part of L&E so thank you. Hey, Barry's here.

Barry Jennings: I just had to be Charlie for the day.

Brett Watkins: Well, Barry, excellent timing. Kelli was just wrapping up telling her about herself. Glad you could get it- we could get you all plugged in and enrolled away here so you haven't missed a beat. So tell the others a little bit about yourself before we get started talking about stuff in the market research world.

Barry Jennings: Sure. Barry Jennings, I work for a small software concerned called Microsoft. I manage a team of researchers focused on our commercial Cloud business as well as business planning research. I'm trying to think- I like horseback riding and walking down beaches holding my wife's hand. [INAUDIBLE]

Brett Watkins: So romantic as well, very nice.

Lenny Murphy: Brownie points, Barry.

Charlie Rader: You'll send her the recording later, right?

Barry Jennings: It won't help.

Brett Watkins: Charlie.

Charlie Rader: Hey, there, I'm Charlie Rader. I been with Procter and Gamble for about 26 years now. I'm- been on the R&D side of life and enjoy coming back and meeting with the bandmates here to talk about qualitative research technology. And for the personal thing, since Barry decided to introduce that, I'm two weeks away from opening a musical at our local community theater called Curtains. And have a wonderful time with that. We're going to have a blast come November.

Brett Watkins: Wow. Did you write it?

Charlie Rader: No, this is a Tony Award winning show by the makers of Chicago and Cabaret, so much better music and writing than I would ever do.

Brett Watkins: Cool.

Charlie Rader: I'm just directing.

Lenny Murphy: Sweet.

Brett Watkins: Fantastic. Great, thanks everybody here again for joining. One of the things that Lenny did mention that I'll just share with our audience is that we will be providing both recording and transcription for this. Transcription will be provided courtesy of Focus Forward, our transcription partners so those of you who prefer to read your news as opposed to watching it in video, that will be an option for you as well. And so from here, let's start with I have four subject matters here, like four bullet headings, everybody. So we'll start with what I'll call qual to tech, so what's new, what's going on but also obviously, we are now which feels like stating the obvious to me that or it feels like almost a what's the- like just keeps repeating itself, so to speak. And we're still talking about COVID, it's 19 months later, we were all thinking at some point in time, this industry stuff was going to change, and modified behaviors circumvent back to the way it was. But I'm curious from all of your perspective is, are we hearing a new normal? And what does that new normal look like?

Charlie Rader: The timeline is definitely deviated, Brett, I'd say, from back to where we were. I'd say for the fact is, is that for me, and maybe I said this last year, but qualitative tech has been enabling and keeps on enabling us to talk and learn from consumers. And when it starts really dialing back, and we go towards more in person stuff, I don't think it's going to go away. I think that people have recognized the advantages of best when and where to use it. And COVID has just been able to push us forward, push us off the ledge and find that, "I guess it's not so bad after all."

Barry Jennings: I echo on almost everything that you say. I think, it's complicated. I think the world of work, especially for the audiences that I typically tend to look for, is increasingly hybrid. And the upsides of being able to talk to people across the country, multiple cities and places where we never would have before is cool. More of our stakeholders can just drop into a group or two or three, it's easier that way. We still don't have full travel opening at our company just yet or at least not where I wouldn't have to require me getting my CMO to say, "Yep, that's a great idea, Barry, get on a plane and go." I'll spend my equity elsewhere. And I can't say that all of these digital things are better, but I can't say that they're substantially worse, and they've been highly effective in all sorts of ways. There will be a time and space for in person that I absolutely know. I'd love to be doing things at conferences getting much closer to where our customers are doing really cool things. But for now, this works and it's scalable and it's effective and that's at least where we are right now.

Brett Watkins: Barry, [INAUDIBLE] question, I'm curious so from our side, a supplier side when having obviously a lot of in person research capabilities, you look back last year and it was like corporate travels out until July, corporate travels out until October, corporate travels out till January 22 corporate travels out to July of '20- or July '21, sorry and now we're of course nearly the end of 2021. Have you been given any indication at all as to when that's going to be changed again travel wise?

Charles Rader: I'll answer. We've always been more principle based in how we are choosing to do research and so being on the R&D side of consumer research at Procter and Gamble versus my CMK colleagues that do a lot more with advertising communication shopper kind of thing, we want to be sure that we're doing the right research for the right reasons and so like Barry alluded to, it's not that we aren't allowed to do in person research, we just need to make sure that it's the right research that you keeps both our employees as well as our consumers comfortable, confident that we're not continuing this pandemic so to speak. But on the R&D side, we make stuff that people need to touch, feel, smell, experience, and sometimes, there's just no substitution in an online world to do that or we're doing contortions and backflips to make sure that product arrives before any qualitative interactions, and it makes the job of the L&E project managers a whole lot more difficult too.

Brett Watkins: Well, Barry, I was just asking that before as well just because- we've been hearing that a lot from clients and the question is, when do like non-essential travel and/or, as you mentioned, Like, hey, I don't want to go up to my CMO and ask for that particular thing. So is there any indication on your end as to what that feels like?

Barry Jennings: No, mainly because I think it's a function of our go back to work thing. And so that depends on where you are, what's going on at any given time. Our campus isn't fully opened. My guess is when that happens, more of that will unleash. I will say that there is business travel happening, and it's more site to site type stuff. And I do believe that there are some people going to conferences in person. I don't think it's verboten per se, but it's just how thoughtful do we have to be in it? And again, I can tell my team, "I can't compel you to do that. And there's a really viable option over here that works right now." And I think once things, again, fully open, that just says, "This is the one that I want to hop on a plane and go to because it just makes more sense."

Brett Watkins: Interesting. Lenny, here's a question for you. I'll let you start with the- on the technology side as obviously, Charlie and Barry just both mentioned, there's been some good things that really have been compelling that have got them forward. Based on your experience, and what you see it and talking- I know you've talked a lot of people in the industry, is there anything out there that's exciting people right now? On the other side, is there anything that's disappointing? So the thought is things should have been further along, perhaps in the tech sector or what do you think?

Lenny Murphy: I think we were all waiting for a long time for digital qual to arrive. And nobody realized that it would take a global pandemic to make that happen, but it did. So it's been interesting, I think, that the- most of the technology companies that were leading the curve before now quickly had to scale, so that their technical challenges became, "Oh, crap, we got to grow really fast." And that really has been a challenge for a lot of those companies to staff up, to on board to deal with more prosaic business challenges to make sure the technology could meet the demand that was coming forward. I think now we're beginning to see after we're through that, oh, crap mode, into real innovation, and thinking through what that looks like. And I think what's really telling us to look at the companies is, if you don't pay much attention to the M&A activity in the industry, and the investment activity, you really should, because it's one of the leading indicators. And there is a buttload of money flowing into this industry right now, tons of money. And including, mostly into the technology side and including qualitative technology providers. So that is a very telling thing. And if you look at those companies that are incorporating, they were primarily quant platforms, they got- the figured out scale for quant. Now they're figuring how to scale for qual. And moving into that same mode, and that's going to then unlock more incremental innovation. And I think that's going to- what that's really going to come down to, it's going to look a whole lot more ethnography that scale. I think that's really where we're going to see a lot of innovation, not so much run groups, not so much the traditional applications, but to get real world with consumers in real time, and to get the same level of analytical sophistication, because that's the big barrier, so that asynchronous looks like synchronous in terms of the ability to ingest information and adapt it on the fly. And I- so sorry, I'm kind of going off a little bit Brett, the sexy is kind of behind the scenes. It's not the- so I don't think we're going to see lots of real cool, "Oh my god, AR/VR." Maybe that'll come. We've only done that for years too. It's a whole lot more of creating massive efficiencies and scalability to deal with video analytics, to deal with text analytics, to deal with voice analytics, to help one moderator moderate discuss with 1000 people at a time versus the way we've traditionally done things. And I think that's where most of the innovation

is really happening. And again, that's where the money is going. So that's what the market is betting on as well, on where we're going to see. That also speaks to the market is not betting on a snap back to 80% in person and 20% digital. The market is betting on something that's going to be more digitally led going forward. But as Charlie said, I think we'll see a really cool true up around the appropriate research that is sensory driven. If you got touch it, bases it, those things, that means in person. And for consumer product manufacturers, they're going to continue, and food manufacturers are going to continue to invest a lot of money in doing those things, because there is no technological replacement for that. So face to face may shift a little bit to be more experientially focused, that's not going away, there is no death of face to face qualitative, it's just a leveling out, I think of what's going to happen overall.

Charlie Rader: Face to face won't be the default. I think right now the default is online, and in having to make the choice about whether or not it's, you can get enough of the psychological stimuli effectively communicated in a 2D world.

Barry Jennings: I totally agree with that, for sure. I think there are, for us, it's less about having to touch it, we can do more of that stuff digitally. So that's pretty- we're lucky that way. But finding the right types of people, sometimes there at conferences that we throw. We do a big developer conference. And I send people there. And sometimes we just have lunch with people who make software and talk to them. And there's a huge cohort, and they're all expressing issues around the same problem. And it's organic. Granted, it's a conference that people flow to Seattle for, but those conversations are authentic, they're organic, and they make sense. And we need that. That is easy. And I'm going to do a shameful amount of NPF work ahead of a conference to make sure that the words are right, and we're saying the right things. And it's real easy to do them digitally, especially since the innovations that are happening with some of these digital methods are really making the experience much more like a real focus group. You touched on something, Leonard, about the innovation that I've been on some really, really bad ones. I love Microsoft Teams, and it is a fantastic platform. And it's not optimized for things that you like in a traditional focus group, same Zoom, same with some of the other things, just because making a digital connection doesn't allow you to do what you need to do. And there's been this arc, where early in COVID, it's like, "We've got a digital connection, we can do it." and it's like, "You're killing me." And then now there are some that are just good and robust. And I just see that as being almost the default for things that make sense.

Charlie Rader: Barry, I'd say that people, researchers have been hacking available technology whether that's Teams or other video conferencing types of solutions.

To say, "Well, this is what we have available, this is how we connect to people. Let's move it on." And I'll give Teams a shout out. We use Teams inside of P&G and its growth and utility has grown tremendously. It is still however, to your point, it's not a qualitative research platform as some other platforms have been built very specifically towards that so that you're getting a stream and you're being able to capture notes and being able to manage your recordings better. But people are taking the plunge because that's what's been available. I think there is tools that were developed for what we're doing in our industry, as well as the fact that, people just said, I need to get going.

Lenny Murphy: But the cool thing though, and like Zoom, the- Zoom has now become a noun. The [CROSSTALK]

Charlie Rader: Zoom fatigue.

Lenny Murphy: Well, yeah, there's that too. I think there's a huge opportunity now for that, in that leader position, they're the leader, period end of story, the other things will come. But that's the default. And being able to- because they're built on API's and very extensible, I think that there's a lot of opportunity now to move away from custom solutions and to build a qualitative research centric suite of tools off of Zoom, which will make it easier for respondents and for buyers, because it'll decrease friction. It'll just, "It's Zoom, I know how to do this. I've got the plug in, it's boop, click, go." I think there's some really exciting interest opportunities there of increasing efficiencies, utilizing the tools that we've all just kind of gotten used to it now, because our kids are on it, or whatever. That's going to be interesting to see how we adapt to these new technologies that have just become ubiquitous, while helping to tailor them for research because they allow it, they allow API integrations versus the old days of using Adobe Connect. We did that back in the Rockhopper days, we used Adobe Connect for online focus groups 10 years ago. It worked, but it didn't work well. It was a square peg in a round hole. So we'll see.

Charlie Rader: [CROSSTALK] to focus is who also hacked Adobe Connect and built modules around that platform to build their interview platform.

Lenny Murphy: Absolutely. 2020 did the same thing. One interesting thing, which also worth mentioning on this is that user testing, which I would consider falling more into the qualitative side of things, the UX Company just filed for an IPO. So what does that tell us when a UX company is going public? So aiming for the same type of valuations as Medallia and Momentive, and well, they won't get Qualtrics, but that's pretty telling when a company like that goes public.

Brett Watkins: Kelli, you wouldn't know a little thing or two about technology and somethings we're doing now, would you?

Kelli Hammock: I do know, a couple of things. So I think to summarize some of the things that the fellas have just said here, and some of this may be stating the obvious, but the pandemic really has pushed us over this hill that we were a bit grudgingly going over as an industry. And now that we're over it, I think we're just starting to see the possibilities that technology can bring into our focus. I think we're going to see so many more things we can do to use it. It's not just a matter of using video, it's starting to use you would lightly touch on the use of VR and AR, well, where are we going to- How are we really going to be able to use that? Because they're already starting to use VR and AR in research, you can use VR to simulate a shopping experience, you can use AR to simulate- you could do a home tour using these technologies. There are just so many places you can go with these technologies. And I think that we're only limited by our imaginations, and we haven't even begun to develop what can be developed. I think that what you're all saying is we're at the beginning of this path. And what I think is going to be really interesting is as we develop these digital technologies, is when we start developing them to be used in the facility. We start combining that in person and that digital, we bring these technologies into the facility, and we start using it to have those sensory experiences. Because with some of these emerging technologies, you can simulate some sensory. Well, maybe you start simulating and doing quantifiable sensory testing using VR or AR and then you come in the facility to do some qualitative testing, to do a little bit further on the qual testing when you've done. So again, I think it's just, you can keep asking questions, you keep looking at what's new, what's coming. And I think maybe, Brett, you were alluding to this, and maybe you weren't, but I'm going to be a little shameless, that we are starting to integrate some of that video conferencing technology into our platform so that you can have that one stop shopping, and you can get all your recruits through our system and do your video editing and marketing and you don't have to have that separate platform. And we're trying to be very all inclusive over at L&E. So just a little shameless plug there for you.

Charlie Rader: As a L&E user, I'll just echo that, the fact that you guys have leaned forward into digital innovation, while being a facility has enabled a number of our project teams to grow especially when it comes to video, whether it's streaming on the back end along with those types of modules for backroom chat and marketing video so that we can find the good bits later on in the recordings. You guys are really implored towards that. So definitely kudos to the

L&E team in growing- in recognizing that digital, it's a hybrid approach more than anything these days.

Kelli Hammock: Can I flip a question over since I was talking about the VR/AR aspect? Barry, this may be proprietary, but I'm going to look at you. Have you been using any of the Microsoft, your HoloLens? Have you been using that in any of your research so far?

Barry Jennings: Not yet. I would love to, I would really love to, but there's- it's a right opportunity thing. My team does research on the product. And so I see it from that perspective, but haven't been able to actually use it live in the field and things like that. And you're right, I think it's going to be pretty compelling, both in and outside. Again, imagine a world where you've got 50, or 10, or 15 people in their homes with one of these devices. You can have them in their own kitchens, showing how they- where they put the soup and where the trash can is and all this other stuff. And then you can send some stimuli that sits in their own living room, their own kitchen as well that says, "Hey, have you- this is what the soup can looks like. And this is the new trash can." And that can be just transformative. And you can- the possibilities are endless. And from my-

Charlie Rader: Barry, I think he meant to say Dawn dishwashing liquid or Cascade.

Barry Jennings: That works too.

Kelli Hammock: [INAUDIBLE] shamelessly plugging, please, go ahead, Charlie.

Barry Jennings: But I think the potential is absolutely there. Some of the things that I've seen are much more on the industrial side. And so again, like in a Otis Elevator, if we have a digital twins of three different skyscraper buildings, and they have a new innovation, you can simulate that and get people to actually, "Now, I get it." And I think that that- when the prices come down, and then it becomes more pervasive, I think it's going to be ridiculously cool.

Lenny Murphy: Well, can I ask a question too as a follow up on that, because I was- in what we're talking about, and it made me think. Last night- well, quick story. My wife and I were out, and we went to our local Kroger to pick up a couple things. Now, we have a family of six, a couple things for us turns into 100 things pretty quickly. And we were not thinking about the great resignation. This is a very large Kroger, 20, aisles, 20 lines, checkout, all closed, only self-checkout available. And I counted four employees in the whole damn store, trying to keep

this open. We've got a cart with 106 items in it, that we have to self-checkout. Now, I left that experience thinking, "I'm just ordering going forward. I'm not going to put myself through that again." That was ridiculous. I can click it, order it online. And here's what it made me think about. So we've dealt with COVID. But now we have these follow-on effects and the transition to digital shopping, the great resignation, supply chain issues. And I think we're foolish to think that that is- those are blips on the radar, they may last for months and months, behaviors will change. Does that drive us towards even greater reliance on digital particularly understanding shopping behavior and usage behavior towards new digital technologies like HoloLens? Because consumer behavior is going to change again, really dramatically as a result of these new things because it's just a pain in the ass to go to the store, truly.

Barry Jennings: And innovation just happened. I don't know if you've ever been to an Amazon store.

Lenny Murphy: No, but I was thinking about last night that I wish we had one.

Barry Jennings: And so if you had your 100 items in your cart, you just walk out the door because it's already been accounted for and you've paid for it. It's going to hit your credit card as soon as you cross that barrier, and your biggest problem is taking your cart and your toilet paper and, I don't know, putting them in bags in your car, and I'm not sure how that portion of it works. And how does that transform shopping? And I'm sure on their side, it's probably a gold mine from a data and insights perspective. But I think those are sort of the evolutions to come. And I've been in the line with the big cart where there's two people and 90 people in the line. And it's- I don't see that happening anytime soon, either.

Brett Watkins: I think it's definitely an interesting time that I can tell you from our unlimited software development, we are working in [INAUDIBLE] y integration of Zoom and streaming as an example is, I call it a [INAUDIBLE] because there's a lot of online call tech that exists. But I think some of the disadvantages and where things have a potential for a perfect storm right now are Lenny, to your point, capital. Capital is pouring into the industry, and so money facilitating a lot of that, but also, the cost of some of these technologies are to de-build off of these technologies, like Zoom is not so cost prohibitive. So you're not having to make millions of dollars to commit to make tools and put them in place now. All these things, I think, seemingly are happening at once. And it really is a fascinating time. And I look at one of the things as a little bit of pass on, one of my next points I was getting at, is you look at like

artificial intelligence, I heard Barry and Charlie both talk about the analytics on the backend. You still can get all that video content, but that's a lot of looking, a lot of scraping. And we've worked with a couple of tech partners that got more into the AI side. You all been having positive experiences with that. I really like what you see. And by tools, I mean for example rematches like talk to 100 people while moderated. We work with also a company called [INAUDIBLE], which is basically doing social media scraping and doing all the AI content behind that too. OK, what's the key gleans that I pulled from that? Just curious, have either of you playing with those tools yet? I know the grip report from Lenny says that VR as an example it's still on the low end, but I don't know, it probably is growing.

Charlie Rader: I'll say for us the hype cycle on artificial intelligence is finally getting into where some of it is practical beyond the initial experiments can it work, now the fact is that we're recognizing where it can work, where it can work better. And it's being more democratized as we're working to upskill our own organizations about how we can learn at a much deeper richer level with the amount of data that we can now ingest and consume. AI is really starting to take off with us, and beyond just the here to predict something little.

Barry Jennings: We use it definitely for video and a couple of- or on text and other places. Video, I'm extremely bullish about. It's one of the things that I want to invest in this year because it's just a ton of potential. There's a ton of video content. And I think it's becoming increasingly approachable. The challenge for us has always been finding the right thing that's slick enough and painless. And I think we've talked to a few folks who have something that's there because I think I was talking to an architect who built a really large skyscraper the other day, and he's like, "When people go into these situations of buying a really big building, they have all these things [INAUDIBLE] quantitative stuff, and a lot of qualitative stuff." And goes, "And at the end of the day, I got to tell you, the qualitative stuff tends to rule the day way more than you think." And to me, again, I think I said it last time, when one of my stakeholders has that quote about that guy who was in the room in Chicago, and they retell that story over and over again, across a couple of years. When I'm able to do that with a video and I'm pushing that around, and it creates a life of its own. It's that chart on the wall, type of a situation. I think when we're there, that's going to be an avalanche that we'll have to control all different way, but definitely looking for how to do that better.

Charlie Rader: I'll just jump in because video analytics is a favorite topic of mine. The fact is, is that we as qualitative researchers, humans, we live in a time

stream. We will hear the first participant, the last participant. so we'll remember those things the primacy, the latency, and then we'll remember the weird one, boss usually came to the weird one. But the aspect but the aspect [INAUDIBLE] But the aspect of utilizing video analytics is that you can now start to ask the same question across all your interviews in a way that you never could before, in a way that can get you insights that are short term, limited human brains can't necessarily ingest all at one time. And so I think that's where the power of AI can also start to grow these things. But it's one of those things where the computers can manage the things that we as humans can't handle very well, but then can bring forth the stories and the narratives that say, "Now, I've looked at the body of the research, even across my qualitative research, and hear the stories, the themes that are emerging, and here's that- and now here's the quote, here's where the consumer actually says it in her voice, her tone, her emotion is expressed." And getting that in front of our key stakeholders and decision makers is super key.

Barry Jennings: And I always struggle with the volume of video content that I have, and we treat it like a Kleenex. We wipe the nose, it's in the trash, we're done. And what I would rather do is treat it like really, I was about to curse so I won't- really huge-

Lenny Murphy: Oh, come on, Barry, I already did, you can.

Barry Jennings: It should be a really big ass reusable town where I can go back to that and say, "I've got 3600 hours' worth of stuff on the Cloud." And yeah, things evolve and change. But men, I didn't- my goal for this research was, does the button on the left or the right. And in going through that, I asked a lot of questions about should it be on the top or the bottom, but I only care about the left or the right. I should be able to go back and say, "Well, look at that stuff. And tell me, is it the top or the bottom that's the winner. Or what else did I learn? Or what else did I think about?" I believe the technologies can do that. And then spit out and save me a lot of time on my next project, allow me to answer questions that would allow me to be more prescriptive, to stretch the minds of my stakeholders. And I just don't have a great answer for that. I've had lots of great proposals around it but haven't seen great reality around it.

Lenny Murphy: There are some very cool stuff happening there though it's interesting coming out of more than knowledge management and end of things. Those companies that are applying AI, there's one I'll give a shout out to Lucy. Lucy AI. I've been incredibly impressed with Lucy- particularly, we use it internally at Greenbook to help with our content management. With that ability

to just ingest video, audio and text, automatically tag it, and create a taxonomy and then you can go into a search and say, I want to everything with yogurt. And it would bring up any bit of content including a tagged video at the moment where yogurt is mentioned. Now, it's not quite there from an analytics perspective, that's the next step to add that in. But to your point, to manage all of this content we have coming in in particularly video that it's an example, that I personally have worked with that I think makes life a heck of a lot easier than without just to have it in one place that I can search it and find it and go versus- and then we start looking at the incorporation of other platforms like Vox Pop or Living Lens and all of those guys to manage it from an analytical perspective, or Canvas AI. I've been really impressed with Canvas for text analytics that we've been using internally for grit analysis. So it's coming along to get there. I think we're almost there where we'll see the merger. And maybe the private equity guys will hear this. Merge Lucy and Canvas and hey you've got a great solution. Or something to that nature. But the, I think we're almost there. We'll get to that point Barry where it's not just keeping in one place, but it's also to make it easy to unlock the analysis across all of that unstructured data type, just like we can do right now with the structured data.

Charlie Rader: I'll chime in with the fact that Barry I normally think of qualitative research having the shelf life of a gallon of milk. I'll continue Lenny's dairy example there. But the fact that the projects that we're doing generally have some relatively tight research objectives. Is it on the right or is it on the left? Is it green? Is it blue? What are the answers that we're trying to get out of there? But the value if then we can be able to mine that piece later to put it into an appropriate library that we can do search before doing research is really key. And those technologies are starting to be there. There isn't I'd say to Lenny's point I don't see anything that's quite fully integrative yet as well as the fact that there is an organizational will to recognize the value of library level kind of research. I'll say sometimes each project at P&G they have their own needs to be met and then the needs of the larger organization sometimes certainly get a backseat to that. And so organizing libraries and making it searchable and usable is a secondary objective and, but could prove to be even more valuable because at least you could, if you can query, if you can mine it and you can find some of the answer about top and bottom even though you just did left and right, think of the value in not having to do another recruit and being able to realize some of that insight. Or at least you've asked and gotten some of the basic questions answered before having to say what's the new question that we need to be answering.

Lenny Murphy: One thing [INAUDIBLE] will realize there's enough money to be made in this category they'll step in, and they'll solve it like that. Because they

already have in defense and those type of areas. These technologies do exist. They just haven't been applied to our business issue yet.

Kelli Hammock: It's just getting that creativity and asking the right questions to get those developers thinking this is what they need so how do I build the solution for what they need so that I can give them that all-inclusive package that they can do ABC and also all the way through X, Y, and Z.

Lenny Murphy: But we're getting there again. Look at the numbers. The new SBAR report came out 2020, the industry group, 89 billion just shy of 90 billion globally. We're becoming a good size industry overall where people are taking a serious look. And we'll see more money being pumped in to solve those problems because again, they already have been. Just in bigger sectors.

Brett Watkins: Well one last quick question as we're getting close to the end here and I've got a few questions that have added up for all of you experts. This was one specific for me for qualitative researchers. So most people think of do it yourself like in house versus out house. But if I take it a step further, I think about it from I'm a 20 something who's maybe wrapped up my graduate degree, an undergraduate degree. I'm starting to get my first few years in experience. And the motto used to be 20 years ago was if you were in qualitative you would kind of evolve to the agencies or then eventually or you'd be at an ad agency maybe and you kind of spin off on the ground. Now it seems like there's a lot more work that's being done behind the scenes, the brands and the relationship and what you're getting is a little different. So if I'm a qualitative researcher where do I see my future? Am I going to be looking to be brand side or am I going to be looking more supplier side?

Lenny Murphy: That's a good one.

Charlie Rader: Very good question. The fact is even though we're spending- I'm sorry Barry. Go ahead.

Barry Jennings: No, I wasn't saying anything. Go.

Charlie Rader: I think the, even as we talk about AI and these technologies there is still quite a ways, away from being able to understand and perceive patterns like the way that humans do. And I think qualitative research and expertise is needed at both ends because on the client side sometimes we have new folks that aren't as well ingrained in understanding how to do the research and having supplier relationship managers that can point to the right types of solutions and

help refine those research questions are key, as well as the fact that our brand and business leaders need to always have empathy and curiosity about the human problems that our technologies and products are trying to solve. I don't know if that really answers your question, but I think there's, there isn't, I'd see any one particular pathway into good quality market research.

Barry Jennings: And I'm not sure if I understood the question but I'll tell you what I was thinking anyway. From my perspective we're always going to need great qual researchers. We spend a fair, more than a fair amount of time working with folks to make sure they understand the crap that we're trying to get them to have conversations about. And for things that, I don't know, aren't real yet. We need people who can conceptualize that stuff and translate it into ways to people who should know generally what this stuff could do and then get them to follow the line of questioning that gets them to make credible decision-making type of inputs for us. And folks on my team do a little bit of that and it will probably almost always be a little bit of that in situations where either it's with customers and it just doesn't make sense to pull somebody in or it's tented and it just, the legal ways to get people into there, which would be problematic, and scale. We need scale. It's not where I want my people to be putting the bulk of their time just because they got other crap to do. So for me it's better to have a healthy ecosystem of people who know what we're talking about, how we're talking about. I am quite certain that we pay really good money for a moderator who can talk to some developer. There's this data science, she's, she knows the ends and outs and all the statistical stuff, and the leverages are and knows what the IDE is and blah. I need somebody who can talk to her, and 10 other people like her. And the more that they do that over and over again they get smarter at it and then they become better consultants to my business. And they can tell me no, you really don't want to answer those questions this way. You want to go that way because I've done this 25 times, or I've talked to a thousand of these people and so I would guess that both while it from my perspective to have a healthy set of folks on the supplier side who are building that type of knowledge and making themselves truly and added value to what we do.

Brett Watkins: Lenny, I know you talked a little bit about that in a great report. You, final mic moment before we get into questions.

Lenny Murphy: Good. Thank you, your plug. The current wave of grit is out in the field right now. So if you haven't participated please do because those are some of the questions that we ask, what we're trying to determine what does that future look like, what is the shifting landscape of how people spend their time, where their priorities are, what are the skillsets we're looking for. So my overall

take is the same as Barry and Charlie's. There will always be a need. Where they're going to fit, we'll see. I think that depends upon how, the easier we get to manage and collect data from a technology standpoint the more I could imagine that skillset being needed internally in organizations as they in source. But we're not quite there yet. So I think that they'll still be most of that skillset will exist on a supplier side. But again, take grit, participate. You should, everybody on this call should've gotten a link. So please take 15 minutes, help us answer the question. Give us your take. What are you seeing? And I'll let you know in early January what the answer to the question is.

Brett Watkins: Well fun as always everyone. Going to jump into questions so we keep this right at an hour. So, but thank you to all of you, Barry, Charlie, Kelli, Lenny. Fantastic as always. Hope the audience got a lot from it as well. Again, thanks to our transcription partners at Focus Forward who will be providing a free transcript of this for us, and Kelli will be sending out, that out along with her summary as our client solution manager over there. So thank you for joining us here today and adding in your two cents and sharing a little bit of information there. I've got a few questions. Couple of them actually were very similar to identical which was for Lenny. What do you recommend following M&A activity in our industry? What specific sources or Web sites do you recommend people log into, follow, and check out?

Lenny Murphy: So the best one is Daily Research News online by MR Web. So Doctor Know as I like to call it because geeky that way. The just do a search. They really do a great job of compiling everything. They don't catch everything though, so I also pay attention to Crunchbase. And between those two usually you get the bulk of things. You may have to kind of tease it out a little bit out of Crunchbase but it's, that covers most. There are a couple other things that are OK to look at but 99% of what I see comes from those two sources.

Brett Watkins: I will add on. I follow DRNO as well and generally speaking industry trends and so forth are getting published and good to track. Let's see, Charlie, Barry, I think you were talking about this a little bit before, but Sharon asks can you walk through an example of how AI can evaluate video? How do you train it? Have you all started down that pathway where you were actually getting some of the algorithms in place to what you're hunting or?

Charlie Rader: I think there's couple places where AI in video intersect. One of which is that if we're, if this were an online group for example, this is talking heads video. And so the AI is, would be mining the text. That would be stripped out of the audio feed of this and then we'd be looking for patterns in word

counts or other kinds of things where the transcript enabled search and insight discovery it's a whole other ball of wax to then take video and then look at non speech activities in video. Those are whether user experience of a Web site or an app or something like that or watching people do the hand dish, dish washing in their sink and what sort of actions that they have there. So I'd say the industry for the most part has a lot of the first part done. There's a tone of vendors- A ton. There's a good handful of vendors out there that have the ability to utilize consumer research video interview type long [INAUDIBLE] type of video and then turn it into something useful. It's a little bit more specialized. And sometimes little bit more internal when then you need to get to what's happening in the video versus what people are saying in the video.

Kelli Hammock: Some of those AI platforms can also start picking up on the sentiment analysis so they can read the facial expressions and start getting, how do you feel about the product you're looking at and get some emotion behind it so you could see what's really driving what they're saying.

Brett Watkins: I hope I'm pronouncing her name properly. I think it's Anastasia. She asks, the importance of video content. What's your recommendation for storing, sharing customer clips within organization? Any software, specialized firm that can help you with this? Lenny, I know you mentioned obviously from a toolkit standpoint both Voxpopme and LivingLens. I've worked with them both. Dave Carruthers started the Voxpopme. A really good guy. So absolutely good business there. Anymore more the sharing? Repeating more into market logic or a knowledge account kind of solution or?

Lenny Murphy: Yes, I think so. I would think the knowledge management platforms. So Lucy, Market Logic, DeVito, Bloomfire, they're primarily curation platforms, content curation platforms that have a sophisticated ability for you to create a taxonomy and tag existing to identify things and go right to it. And they're built for market research. So I would definitely encourage you to look at those.

Charlie Rader: And I would say, just tag on to that. Which is to my discussion earlier, the fact this is, is this project level insights that you're trying to get at? Here's a piece of research that we're just trying to understand versus having a curated library, searchable, usable library of your research that these other content management solutions are getting at. So the sharing aspect is, it's the scale of what you're trying to solve for.

Brett Watkins: That's an excellent point. Case in point for any research customers within your client portal you can have videos. You can make clips, store clips, all that kind of good stuff, download. But that's a very one off kind of, was more envisioned to be a tool for a moderator or other qual researcher to play with and do presentation, not putting a library together forward that I'm going to distribute and be, Barry kind of alluded to this earlier about is there content that I could see. Actually, have some kind of longer lasting legacy that I could point people towards. It's like broader learning lessons. I'll take real quick easy one which was from Pamela Harrison. I missed the first 15 minutes. Yes, Pamela we will be sending out recording links as well so recording, transcription. Kelli's summary, you will get everything from cliff notes all the way to watching all of it to the bitter end if that is your preference. So [CROSSTALK].

Charlie Rader: The first 15 minutes did she miss anything? I don't know.

Brett Watkins: I'm sure she did.

Lenny Murphy: I think it's the best part. Sorry Pamela. We'll make sure that you get that. But you're missing that live experience.

Brett Watkins: I forgot even Barry missed the discussion about who had the best hair, and I was really offended that I got left out of the discussion. So in any event.

Lenny Murphy: You do know, Barry, see Charlie and I are trying to catch up with you. It's your fault. Last year you made us, I know. We got a long way to go. But you started something man. You started something.

Brett Watkins: So final question from Han Tron. Do you see market research and UX research merging soon? As of now from my experience as a market researcher, market researchers usually work with marketing sales team and UX researchers work with product engineering teams. So definitely seeing some overlap but there's usually quite a bit of segmentation. I'll even add on to Han's question for you both. I know there was a little time of debate as to whether insights might actually begin eventually to shift over into more of the IT department just because of that they were taking over the broader UX space. Would they be absorbing that as well?

Barry Jennings: I will say in our world UX is very engineering driven. I wake up every day to a UX researcher and sometimes we're like the Hatfields and

McCoys. So we have very pointed points of view. And I typically, my stakeholders typically are marketing but also increasingly sensed how we market, and sell is increasingly consumption and technology driven that gets really intricate. We collaborate with those teams more and more, but I think that there will always, at least in our world be fairly distinct. Additionally, I care more about the 5,000 foot up. And many on the UX it's a little bit of a lower elevation because it's much more like how we make this experience better. And it's the sum of all the little steps a lot of times that really need deeper investigation. So I would guess, I don't know. I can only speak from my point of view. I'm guessing that they will shake hands and agree to disagree and collaborate, but probably not merge.

Charlie Rader: From the P&G research and development point of view Proctor, while we generally want you to buy stuff that are on shelves or at least on Amazon shelves as well, the fact is, is that our consumers can benefit from digital experiences that we're working on and creating. There's a variety of apps from the Olay Skin Advisor to Tide Stain Detective I think it's called, that how do you remove those tough to get out stains. That kind of information helps consumers use our products better, get a better experience out of it, generating loyalty sales, etc. But UX is very much going to be a part of that piece and I think from a market research perspective we're growing in understanding that new facet of the consumer experience. Recognizing that we're building digital experiences as much as we would build a sensory experience in the next Olay skin cream or something like that. And I'll call back to Lenny earlier on. He mentioned user testing. There are other companies like UserZoom that are very much that hybrid of UX, CX kind of stuff. Where we're wanting to follow along when people are scrolling through their phone or on a Web site and be able to get an understanding of where they're clicking, what they're doing, how are they achieving what they want to get out of it, and how are we measuring and monitoring that.

Brett Watkins: Well on behalf of L&E Research, Kelli and I thank you so much Charlie and Barry for joining us. Lenny as our partner at GreenBook always great to have you here as well. Any final words or thoughts before we say so long?

Charlie Rader: We ate an hour already? Again?

Lenny Murphy: I know. Can you believe that? Same time next year guys.

Barry Jennings: Sounds like a plan.

Brett Watkins: Sounds good to me.

Lenny Murphy: Thanks everybody.

Brett Watkins: Thank you again everyone. Take care.

Barry Jennings: Take care guys.

Charlie Rader: Bye now.

Lenny Murphy: Bye.