

Chapter 10: Distributing living, inspiring results

In the space of 30 years, technology has enabled us to move away from 100% typed research reports, presented on overhead transparencies, to visual aids incorporating photos, sound, and video. Beyond the deliverable, we need to anticipate the appropriation of the results and the transformation of the analysis into an action plan.

Several research clients interviewed during the preparation of this book regretted the lack of development in the deliverables and expected more impact and modernity. The presence of massive qualitative data poses major challenges for the delivery of research results:

- transmitting lively, stimulating material: recording reality with photos and video
- make the vast amount of information collected (verbatims, photos, examples, studies) easy to digest.
- make the deliverables easily accessible to customers: storytelling, recordings and workshops can all contribute to this.

The importance of image

Images have become vital at every stage of a marketing study. They are useful at the document monitoring stage, but also for reporting on the field during feedback.

When interviewing individuals in a situation, it is useful to film or photograph to capture the richness of the experience. Filming provides access to material, cultural and symbolic culture well beyond the verbal. In addition, photography is an asset for capturing the meaning of situations. Web conferencing software can be used to transform any slideshow into a video, as well as to manage end-to-end video extracts without the need for editing software. Video captures within PPTs are also very easy to handle.

A video report changes the client's perceptions more than any textual explanation. The image conveys the various elements of the analysis more clearly and intelligibly than text or graphs. During a month-long test of mustard in a tube with 300 consumers, we collected almost 400 photos illustrating the different uses of the product at different stages of maturation. The client's R&D department took a close look at these photographs. For tableware, we collected several hundred of photos of the different meal situations produced by around twenty households over the long term. Putting these photos into perspective helped us to make sense of them. We were able to see how, in concrete terms, the tableware had an influence on the way people set up their plates and sit down to eat.

Working documents and study reports

To limit the loss of information between the various phases of the fieldwork and the final report, one solution is to produce various working documents that contribute to the final analysis: forum scripts, preparatory documentary research, recordings of analysis sessions, etc.

These working documents provide a record of the research. They can be passed on throughout the study. They bring transparency to the analysis process and avoid the black-box approach often criticized by research institutes.

Optimized reading experience

In terms of quality, the deliverables are uneven, sometimes with not very attractive media. A very French flaw, which comes from university and preparatory classes, is that professionals write long sentences in an unnecessarily complicated style. This is harmful when you know that it is preferable to communicate in short sentences (12 to 13 words on average). Journalists recommend an essential message in the first part of the sentence.

What makes a good deliverable?

For optimal reading of editorial content, Cyrille Franck, Director of ESJ Pro, recommends 3 rules: readability (airy text, short paragraphs), progressiveness (information presented in order of importance, progressively) and accessibility (vocabulary adapted to the target audience). According to Cyrille Franck, information architecture needs to be adapted to readers: eye-catching (from the first few seconds, fast pace, fewer words for more meaning) and intuitive (logical presentation of information).

Table 11 Deliverables: what qualities?

	The qualities of a good deliverable
Landmarks	Plan, summary, methodology
Aesthetics	Structure and rigor, sobriety, typographic unity, 16X9 format, involvement of an art director, bank of pictograms, creation of a mask, etc.
User experience	Physiological legibility, guidance, meaningful titles, landmarks, fluid reading paths

Attractiveness	Catchy, rhythmic, emotional, alternating between dense text and more visual sections
Editorial	Information presented in order of importance, short sentences, meaningful headlines, multi-speed deliverables
Vocabulary	Short, concrete, precise words that convey information Speaking to the heart, to emotions, to experience Use the present tense and action verbs Avoid jargon, neologisms, technical or learned words, acronyms, abbreviations, and words with multiple meanings.
Illustrations	Photos illustrating the subject, plans, diagrams, tables, video integration

The framework for deliverables at QualiQuanti

We have defined a charter¹⁸ based on journalistic techniques:



- an informative title and an explanatory caption. The slide hierarchies the information: the title gives the result; the sub-title explains it and the rest of the slide illustrates it. Quick reading is made easier;
- The report can be read at several levels, quickly or in depth. The report can be understood simply by reading the headings that follow. The rest of the analysis allows you to delve deeper into specific points;
- visuals that make sense. We give priority to realistic illustrations: photos from monitoring or consumers, captioned visuals of products, graphs and diagrams, etc.;
- effective transmission of information using journalistic techniques. Each slide focuses on a key result and gets straight to the point. The analysis remains concise, using precise, concrete words.
- the key results highlighted. Illustrations and color codes explain the elements presented. Key data and analysis are immediately apparent.

These principles make it easy for everyone to read and take ownership of our deliverables. It is also a framework that facilitates the writing process.

¹⁸ <https://www.qualiquanti.com/wp-content/uploads/2021/05/A-quoi-ressemblent-nos-livrables.pdf>

Making a large quantity of results digestible

One way of communicating the results is to break them down into key findings and pass them on gradually. The research departments of large companies have observed that the document presented is not read, but a feeling of lack of information remains. The only solution is to "chew up" the work, to evangelize around strategic and forward-looking subjects. To facilitate the appropriation of information, Ipsos' *Insight Cloud*¹⁹ is a platform for creating, sharing, and enriching *insights*, the aim of which is to socialize intelligence and encourage the flow of ideas.

Martine Ghnassia of InCapsule by IFOP suggests delivering the results in the form of a series with different episodes to keep clients' attention throughout the innovation research process, which is often long and made up of successive parts. Many institutes offer tools for disseminating results via infographics, mini-sites, newsletters, applications, booklets, blogs, databases, illustrations produced by a graphic facilitator, videos, compilations of interviews or ethno-reports, *motion design* films, training software, etc.

Synthetic qualitative indicators

Quantitative research can aggregate results into a few key figures that can be tracked over time. Just look at the success of indicators such as the NPS (*Net Promoter Score*), which summarizes the evaluation of the customer experience by counting satisfied customers (promoters) and subtracting dissatisfied customers (detractors). It's easier to evaluate office lighting in terms of energy consumption than in terms of the well-being of the occupants. Yet lighting has a major impact on well-being and productivity. But well-being is more difficult to quantify because it is a relative and subjective notion. There is a place for us to conquer by developing qualitative or sensitive KPIs (*Key Performance Indicators*). The Repères institute had the good idea of creating R3m score, an indicator based on a single open question: "*What are the 3 words that come spontaneously to mind?*" This indicator assesses reactions to an experience or stimuli (product, brand, trend), either on the spot or from memory.

One solution is to combine quantitative scores with a qualitative approach. To assess the effectiveness of product sheets, we have created a perception indicator based on three criteria (readability, editorial richness, aesthetics). Each figure is explained by a qualitative summary. There are many ways of reporting qualitative feedback, including word clouds and concept trees. To summarize the brand culture compass, we group the main dimensions of the brand in a north-south-east-west diagram with twelve dials. Patrick Mathieu's singularity tool enables us to situate the players in his

¹⁹<https://www.insight-cloud.com>

world around 3 main profiles (sovereign, warrior, producer) and 6 sub-profiles (sovereign magician, sovereign lawyer, etc.). He is working on modelling singularity in 6 stages.

Data visualization and interactivity

Numerous tools have been developed to facilitate the display and communication of results. DATAVIV, developed by Le Sphinx, stands out by incorporating textual and semantic analysis functions combined with statistical tools. This makes it possible to automatically generate:

- **Graphs:** histograms, stackable bars, curves, stackable areas, sectors, half-sectors, ring, half-ring, moustache box, pyramid, indicator, bars, facing columns
- **Visualizations:** word cloud, gauge, heat map, compass rose, bubble matrix and point/bubble cloud, fillable images, proportional map (*Treemap*), geographical maps.
- **Computer graphics:** creation of graphic shapes, insertion of custom images, vector image bank, insertion of pictograms, addition of rich text zones, management of graphic object rotation, automatic alignment function

It is possible to stage their appearance in a scenario or according to the actions of the reader:

- **Scenarios:** filtering a view, illustrating analyses with a view, filtering results from a table/graph, conditional display of objects, hover comments
- **Responsive display:** multilingual management, real-time results updates, construction of dedicated websites with links to results

From live presentation to replay

Presenting a study is one of the compulsory parts of the job. You draw up a list of participants, cross-check agendas, look for a venue and book a time slot. Sometimes several presentations are required. Like any live event, it has its advantages (creation of a shared vision at a given moment) but also its disadvantages, with the need to mobilize many people in synchronous mode. It has to be said that the time for discussion during or after the presentation is often a little short.

Table 27 - Study presentation: live or replay?

	Live presentation	Recording replay
Principle	Live study presentation, in person or remotely, with question-and-answer session	Recording either during the live presentation or during a dedicated session
Recording	The advantages (direct contact) and risks of live: technical problems, room unavailable, faulty sound, participant delays, last-minute cancellations, missing speakers, risk of content slippage, etc.	It is possible to record in several parts, to split the presentation and reserve access to certain parts (e.g. summary and recommendations for managers), to control or even modify the content and to control the duration
Reuse	All you have to do is record the live show to get a replay	An archive presentation is available on request
Interaction	Live during and after the meeting if time permits (time for questions is often cut short by the presentation)	Possibility of organizing a meeting dedicated to discussions after individual viewing. Questions can be asked in advance
Constraints	The meeting must be organized at a fixed time; risk of having to wait for latecomers	Freedom to watch whenever you want: at speed, by skipping passages or in instalments
Flexibility	Only by choosing your arrival and departure times	Can be recorded in several languages and split into several modules. No time zone problems
Follow-up	Pointing out those present, eye assessment of reactions	Find out who's been watching and what passages they've seen

Recording presentations in replay mode has come in handy on several occasions:

- to record a presentation at the time the study was carried out, knowing that the oral presentation would take place several months later;
- For a 2.5 hour presentation with numerous examples to decipher, we produced several separate modules with the option of watching them in fast-forward mode, and organized a discussion meeting after the client had viewed the material;
- for a subscription study to propose a fixed support and associated presentation;

- to present the same study in English and French.
- for a client who wanted to integrate the summary of a 10-minute presentation to the board of directors without involving the institute;
- for a client who wanted to be able to separate the results of a study of two group companies so that each company could attend only the part that concerned it.

Live analysis production

In addition to the presentation of studies, there are other situations where recording works: expert decoding. Recording a piece of analysis with the image of what is being analyzed and the voice of the analyst in the background is highly effective. The process transforms the analysis into a deliverable. You can follow the progression of thought within a rich corpus. The reader can move through the analysis from image to image, with sound/image indexing.

Strategic planning

Born in advertising agencies, the role of strategic planning is to understand the brand and the consumer to guide strategy and creative execution. When it first appeared, strategic planning was seen as a bridge between the sales function and creative people. In fact, the planner is a cultured person who reads research and is familiar with needs and trends. They dare to take a step to the side to find the *insight* that will change things. They can therefore play a strategic role in relation to the brand. They also act as an interface with the creative team, conveying the consumer's vision and suggesting creative options. The profession of strategic planner has developed in the media, advertisers, and research institutes.

According to Nicolas Riou, CEO of Brain Value, strategic planning makes research results easier to act on and fosters partnership with the customer. It allows us to co-create the marketing strategies that flow from the research. Planning works to make the results more actionable for marketing decisions.

Planning is used upstream of the study, with benchmarking and trend research to enrich our understanding of the problem. This is what we call documentary exploration in this book.

Digital workshops

To maximize the impact and implementation of studies, the principle of appropriation or activation workshops is becoming widespread. The workshop is a way of optimizing the sharing of the study, developing it, building it, and bringing it to life internally, as well as adopting a more collaborative approach to reporting.

Expert opinion

The workshop by Céline Grégoire, co-founder of the marketing consultancy Adding-Light

The workshop is a formidable tool for collective intelligence. It enables the customer's teams to go much further together, and sometimes quickly. For example, in a strategy workshop, you need a limited number of people to achieve convergence. To make a success of it, you need clear objectives, upstream preparation work with the customer, and good control of the timing. This means choosing the right participants, depending on the issues. For a strategic workshop, you need a limited number of participants to achieve convergence. The human quality and sensitivity to change also count. It has to be a pleasant, energetic moment, including with digital technology.

The tools available have evolved considerably, making it possible to run highly effective remote workshops. It's not just a matter of transposing the techniques adopted in the classroom. In fact, digital technology is an opportunity to completely rethink our approaches, over shorter periods of time, combining independent work and team reflection... When working remotely, it is even more important to choose the right participants for the right problem.

In innovation workshops, or brand strategy activation workshops, we can involve experts to inspire, but also consumers to ensure the relevance of the ideas that emerge. Consumers say things in their own words, and teams often really appreciate this moment of "confrontation with reality".

Tools such as Klaxoon or Miro allow you to share results and get the audience to react. In particular, Miro is a "*whiteboard*" tool (like Klaxoon) that allows you to concentrate post-its, draw and write with others while leading a video conference.

The results of a study must be emotionally as well as rationally anchored: create a surprise, make the study an experience that can be appropriated thanks to inspiring, lively, and enthusiastic reports, constructed not just as a discursive accumulation of recommendations but incorporating images, video, etc. The downstream part of the study, from the report to its presentation, is what remains of

the work carried out. To maximize its effectiveness, we need to take care with the editorial dimension and integrate the appropriation and implementation phase. What counts is the perlocutionary function, the effect produced by the message transmitted on the receiver.

To judge the relevance of qualitative research in the age of digital and Big Qual, we have looked at a few examples. Each study illustrates a point of methodology. This is also an opportunity to tell you about some of the non-confidential results and to invite you to consult the full study when it is available.