



Communicating Insight and Research in a Digital World

A white paper prepared by
Vox Pops International



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1.0 Introduction

Vox Pops International, the pioneers of the use of video in conducting and communicating research, has conducted a survey with major companies to find out how they share insight at present and how they engage with their 'audience', be it internal departments or external partners. The 100+ companies that took part gave a reflection of how insight is used and shared at present within their organisations. The research also highlights the strong feeling that market research and insight could be used in a far greater capacity throughout organisations than at present. After collating over 100 responses to an online survey, VPI followed up with qualitative interviews in order to understand their feedback in more depth.

2.0 Communication of Insight at Present

Currently the responsibility for the communication of customer insight and research throughout a company is not something that is standardised and very few organisations at present allocate a separate budget to communicating research beyond the research department. It is a discipline that is evolving organically and depends mainly on motivated individuals within insight teams.

“Organisations need to invest up to 10% of the budget not only on research but in communications, because if the research is not being used, what’s the point? Communication is just as important as research.”

- Head of Insight, Which?

Vox Pops International’s Insight Survey findings indicate that conventional face-to-face meetings with 5+ people is the most popular way of communicating research and insight within organisations, with 90% of respondents selecting this option. The reasons given for choosing face to face meetings is that there is immediate interaction and this is highly valued. They are seen as personal, can be morale boosting, and allow colleagues to “see” each others’ reactions.

“Because ultimately, when you’re communicating, if I’m face to face with someone else then you can see their reaction, and if they like the idea, they don’t like the idea, instead of email where you just write down your idea and they reply. Face to face you can see the reaction of the other people.”

- Pablo Gomes, Founder, Compark UK.

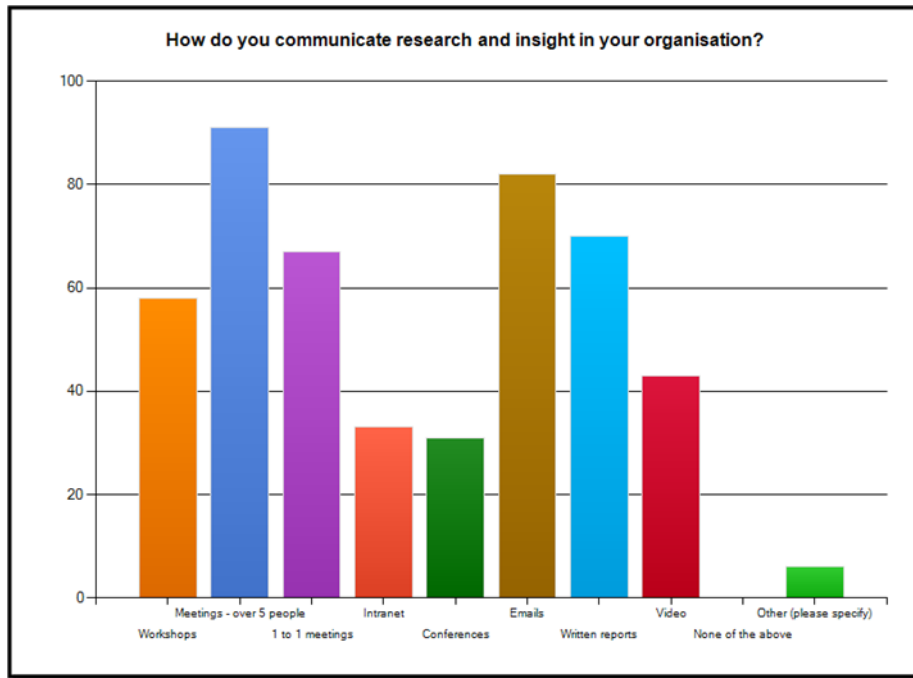
While face to face meetings are the most popular way of communicating insight at present, if businesses are trying to reach out to as many employees as quickly as possible, then meetings are not always practical or far reaching enough. They can also be time and cost prohibitive.



“Meetings can be time wasting and inefficient as a means to communicate research because it is difficult to schedule a time where everyone can be present, due to our conflicting schedules.”

- Anna King, Marketing Planner, JD Williams.

“I would imagine that in the future, clients would become a lot better at trying to provide the whole organisation access to research without them having to come along to a debrief at a certain date and a certain time.” - **Matt Coggan, Director, JRA Research**



The survey revealed that communicating insights via email (81%) and through written reports (70%) are the second most frequently used methods for sharing research, due to the ease of distribution and familiarity of format. However, these modes are not always considered to be the most effective, with many preferring a less dry approach.

“Emails, written reports are quite sort of passive, self-served efforts, channels which serve purposes very well but aren’t always necessarily the outgoing communication side in the way that messages can be more powerfully communicated either with tonality or ovation.”

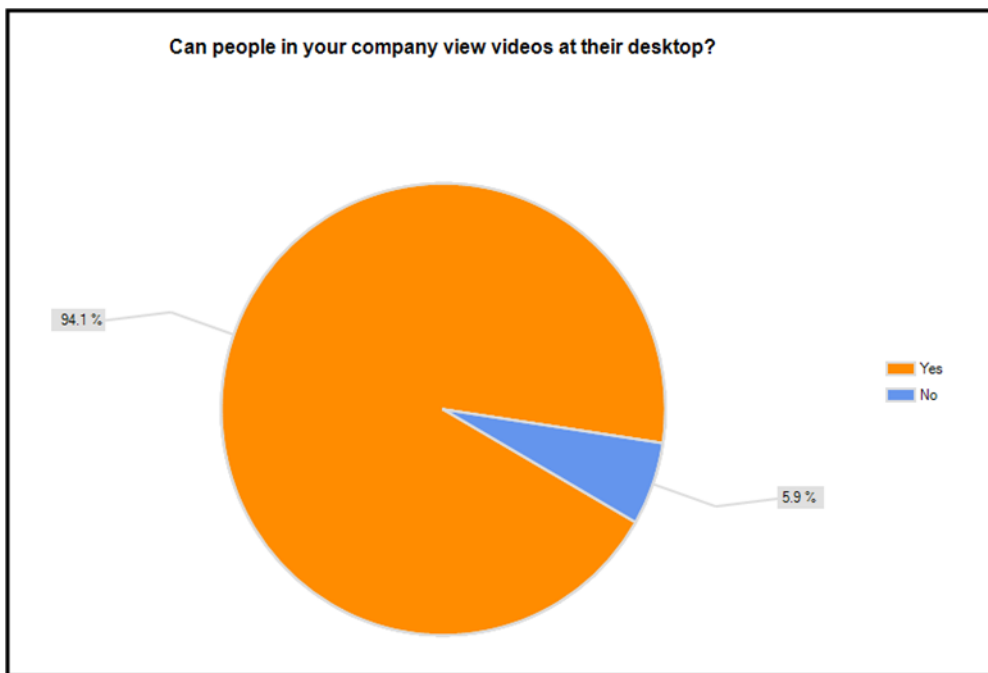
- John Buckle, Customer Insight, Argos

One of the fastest growing communication tools within the research industry is video. Our survey found that 43% currently use video to communicate research and insight within their organisation, a number that has grown significantly over the past 15 years and is set to boost even further with the increase in accessibility to multimedia in the workplace.



“The problem often with research is it’s quite dry, and having those recorded responses from customers just brings it to life. It’s something that you just can’t ignore, where you can ignore written words and you can put them away in a drawer, but actually having a video with that person actually saying something about your company is really compelling.” – Senior Marketing Manager, Insurance Provider.

When asked whether people in their company could view videos at their desktop a staggering 94% of the sample said yes, and with access to view video more widespread than ever before, the propensity to produce, use and share video looks set to grow even further.



When analysing how insight is communicated at present and what is considered the most effective approach, our research indicates that in terms of immediate impact, across-the-board access, engaging content and stimulating insight, a multi-media deliverance is considered one of the most successful ways of communicating research to a modern audience.

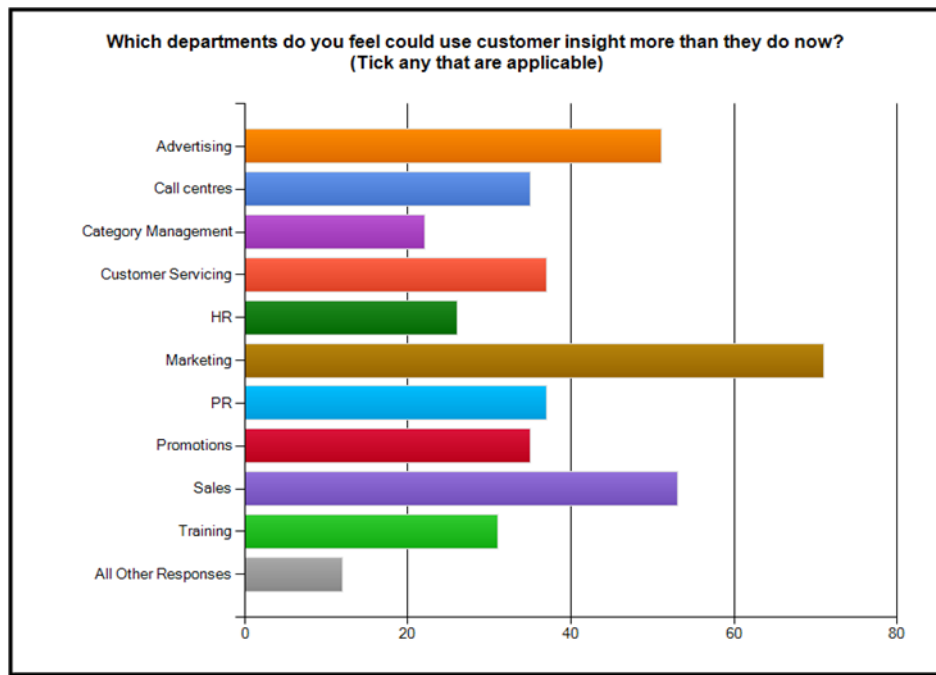
“We use video in meetings because it brings it to life a bit more, it shows people what you have just told them, it cements the fact a bit more, makes it more believable and makes it more interesting, going through slide after slide makes it a bit dreary so it’s the best way to lighten material and make it a bit more entertaining.” - Lisa West, Marketing Executive at Eye Corp Advertising



3.0 Departments in Need of More Effective Customer Insight Communication

The research study highlighted that there is a need for customer insight to be used more throughout a company. From our research it is evident that parts of the company who do not traditionally have regular access to customer feedback would benefit greatly from it.

By having a comprehensive understanding of customers based on insight, departments are more likely to deliver better service aligned to their needs and expectations. Over 70% of the sample said they felt marketing departments could use more customer insight. Additionally 53% of participants said sales departments and 51% said advertising departments could use more customer insight. Other departments who are not traditionally users of insight but could benefit from it are Call Centres, Training, HR and Customer Services.



Sharing insight across multiple departments is seen as beneficial not only in terms of raising customer awareness across an organisation but also to aid staff with tools for sales pitches, training activities and new product development.

“Call centres, customer servicing and sales departments because it feels like a lot of decisions that are made in those areas are made on the basis of cost, and not necessarily the customer experience or what people want.” - Samantha Toon, Account Manager at Brass Agency.

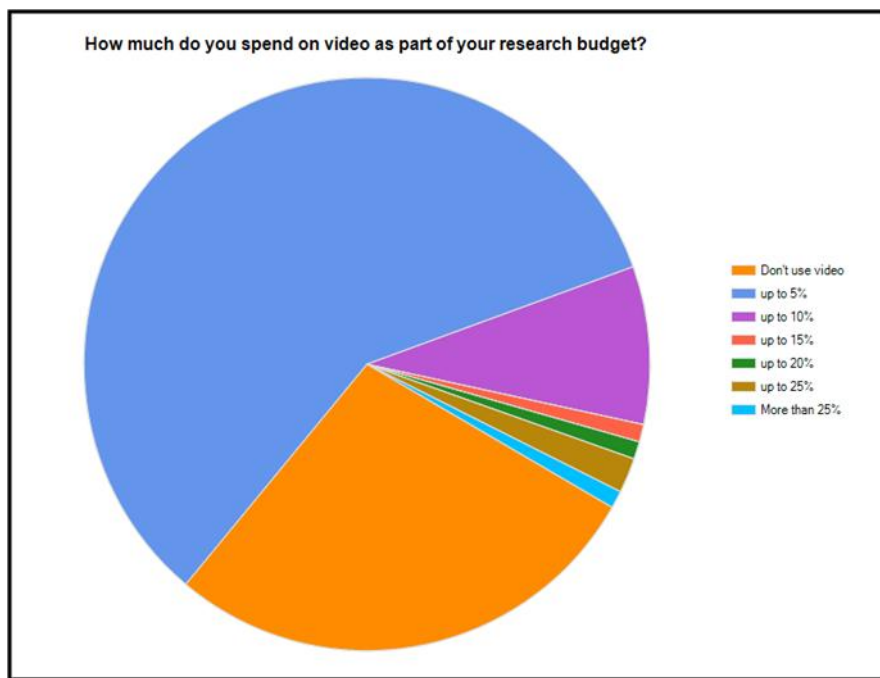


“We often get a lot of negative feedback about call centres and so we feel that that’s something that could definitely be improved from the customer experience point of view.” - Matt Coggan, Research Director and Managing Partner at JRA Research

“I think it’s so easy for companies to fall into a trap thinking they know their audience and their market, but you are often shocked when you go out and ask for reactions. This has a huge influence and gives you a perspective of what your customer genuinely and really wants. Those companies who just don't take the time to do any research or get any feedback are missing out. Particularly the sales team, as they use video in presentations extensively.” - Charlie King, MD of The Resort Group plc

4.0 Video in Market Research

Video has been used by companies in research for at least 20 years, from basic filming and editing of focus groups, through to creative, complex high end productions that are used beyond the research departments, as communication and training tools. Video is fast becoming a highly desirable media tool for marketers because it is engaging and persuasive on a contextual level that quantitative data can never showcase.



Our research shows that 72% of the sample spends money on video as part of their research budget. Of those using video, 60% use the medium as a communication tool, while the remainder spend on video as part of their fieldwork, but don’t necessarily use it as a deliverable.

*“[We use video] in support principally of a key piece of research or strategic piece or possibly an upcoming self-conference where we might need to communicate via video to a bigger audience.”
- John Buckle, Customer Insight, Argos*



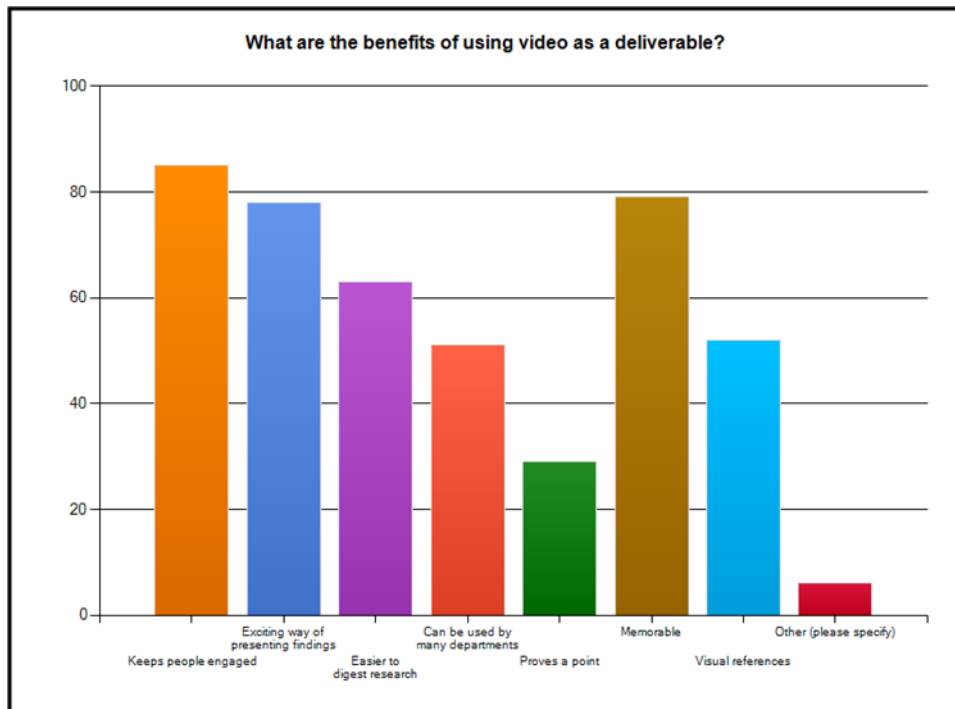
"Well basically in presentations, if we're going out to see clients, agencies. I think that's the main way they've been used, we've also put them up on our own YouTube channel." - **Lisa West, Marketing Exec, Eye Corp Advertising.**

"We are the marketing department here and we use it as a show and tell, and that's the way we tend to bring people on, so in order to get the rest of the business excited about it, we started in a very small way, and we test, and give a very small snippet." - **Senior Marketing Manager, Insurance Provider**

4.1 The Benefits of Using Video as a Deliverable

84% of the sample supported the view that using video as a deliverable keeps people engaged; makes research memorable (78%); and is exciting (77%) and easier to digest (62%) than other forms of quantitative research. Other participants said they thought video can be used by many departments; provides unrivalled visual reference of real life consumers in context; resonates with the audience on a personal level; and keeps research alive.

Video is easy to distribute and a fantastic communication tool that engages non-research literate audiences in a way that large, data driven reports simply can't. Video research gives everyone in a company an insight into their customers in a memorable way, something which is essential in today's consumer centric business world. Advances in technology and media means consumers' voices can be heard and seen on the internet, via social media and video sharing sites, making research go further.





KEEPS PEOPLE ENGAGED –

“In a latest conference that we did for our agents and intermediaries, who produce our product, we used a couple of video segments and they were the highlight of the conference. When I saw the value of reinforcing every marketing activity, [video] is a very powerful medium. It is very immediate, impactful, so much less boring than listening to someone lecturing at them. For conferences you want a mix of media from speakers, and sometimes video can get that across in a much more powerful way.”

- Charlie King, MD at The Resort Group plc.

EXCITING WAYS OF PRESENTING FINDINGS -

“Rather than reading through pages of text, it engages people’s attention a bit more. It just makes it a bit more exciting!”

- Caitlin Hughes, Marketing Manager, Trade Interchange Ltd.

IS EASIER TO DIGEST THAN OTHER FORMS OF QUANTIFIABLE DATA -

“Seeing and hearing a consumer reaches parts that pie charts and bullet points never can.”

- Ollie Smith, Head of Consumer Insight, Pentland Brands.

“I have used video in research before. It offers colour and is often a more lucid illustration of findings than PowerPoint charts can be.”

- Public Service Broadcaster

MAKES RESEARCH MEMORABLE -

“[Video] can have an enormous impact and be very, very memorable.”

- Andrew Manly, Marketing Insight Team, RSPB.

PROVIDES UNPARALLELED VISUAL REFERENCE OF REAL LIFE CONSUMERS IN CONTEXT -

“Rather than just reading what people have said via verbatims etc, being able to see how people are talking is really key (e.g. body language, tone of voice, inflection, facial expressions etc).”

- Public Services Broadcaster

“Its one thing to say something in a customer’s words but it’s another thing to show them actually saying it. It brings a greater level of intimacy to it because research is always one stage removed from the client isn’t it so, unless they actually see something for themselves they’re always sort of taking your word for it.”

- Samantha Tool, Account Manager at Brass Agency.

“Video is highly effective in terms of the quality of the communication it delivers and in terms of the accuracy of the reflection of the true consumer insight that lies behind the motivation”

- Planning director, JWT



CAN BE USED/VIEWED BY MANY–

“The medium has proven really effective. As well as the quality of what is being said in the videos, the content slots really easily into existing internal communications channels such as intranet, plasma screens, lift TVs, conference presentations and staff training materials.”

- Barbara Delia, Insight & Propositions Director, Barclays

“The other surprise has been the relevance to individual audiences. We started off with a view that [video insight] was for non-customer facing staff – but we have recently found that this is relevant to customer facing staff as well – mainly because the content of the interviews is different from the day-to-day conversations that staff have with customers.”

- Roy Hammond, Senior Insight Manager, Barclays

RESONATES WITH THE AUDIENCE ON A PERSONAL LEVEL -

“If you can actually say look we’ve talked to people and here’s what - don’t take my word for it - this is what they say, this is what they react to then its much more powerful. Having things articulated by your own customers or people who are similar to our own customers is very powerful and it also demonstrates that we’ve taken the time and the effort to understand their needs and its not based on gut feel or what I think its about, its what your customers feel.”

- Alex May, Consumer Insight Manager at Compass Group UK

KEEPS RESEARCH ALIVE -

“Rather than just reading what people have said via verbatims etc, being able to see how people are talking is really key (e.g. body language, tone of voice, inflection, facial expressions etc).”

- Public Services Broadcaster

“It can have the potential to bring the customer into the meeting room in a way that stats and anonymous verbatim quotes cannot achieve.” - **Andrew Manly, Marketing Insight Manager at RSPB**

“They bring the power of real comment into the corporate environment - there is nowhere to hide when you hear comments from your customers directly.”

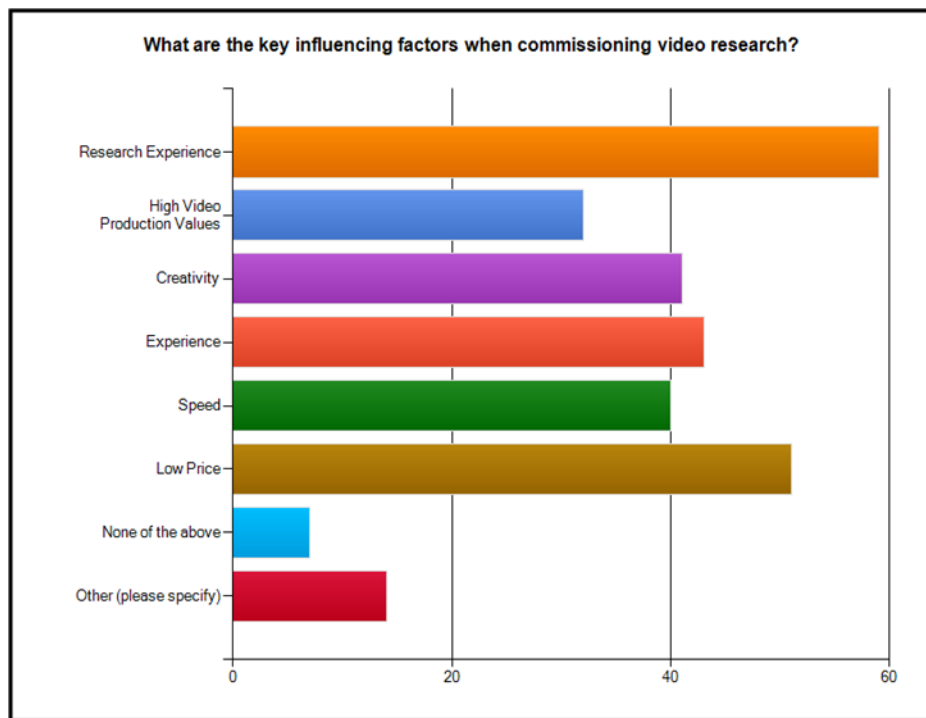
- Senior Marketing Manager, Insurance Provider.

5.0 Key Influencing Factors when Commissioning Video Research

When investigating the key influencing factors for companies when commissioning video research, we found that ‘research experience’ (58%) was the leading factor, closely followed by ‘price’ (51%), ‘experience’ (43%) and ‘creativity’ (41%).

Research experience is seen as vitally important not only to ensure that fieldwork is conducted in line with the MRS guidelines by qualified, experienced researchers and moderators, but also when making sense of the material obtained during fieldwork to produce videos that effectively and credibly communicate the key messages.

Our research found that insight departments feel uneasy using video providers with no research experience but also see real value in using a video specialist that can offer experience, speed, creativity and high video production values.

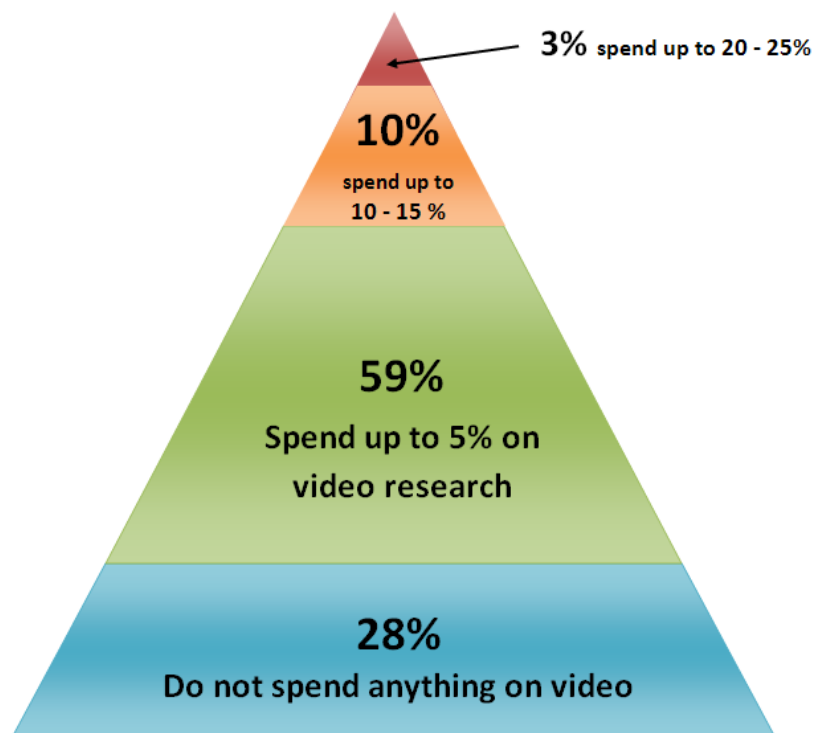


As expected, ‘low price’ is a big influencing factor for companies when commissioning video research. When investigating further, we found that companies are looking for ‘good value’ and are prepared to pay more for quality service and outputs which give longevity, and allow research to be used cross-platform and by multiple departments.

6.0 Video Insight User Segments

Vox Pops International has identified four user segments of video in research from both this survey and our ongoing client tracker. The key differences between the segments are their overall budget spend, the influencing factors when commissioning video research and their requirements in terms of the style of filming and video outputs. There is a clear correlation between frequent users of video and demand for videos with high production values and creativity. Those using video a great deal to communicate insight also use a variety of ways to communicate the outputs including on websites, portals, mobile phones, adverts and plasma screens.

When companies first start out with video the main emphasis is on simple, basic video outputs to communicate key messages. However, they move on quite quickly to wanting and needing more exciting videos as they and their colleagues become more confident and familiar with the medium and as their 'audiences' demand more variety in presentation and style.



- 1) VISUAL INSIGHT COMMUNICATORS:** They spend up to 20-25% of budget on video (3%)
- 2) FREQUENT USERS:** Video accounts for 10-20% of research budget (10%)
- 3) OCCASIONAL USERS:** Video accounts for 5% of research budget (59%)
- 4) VIDEO RESEARCH VIRGINS:** Don't use video as part of their research budget (28%)



VISUAL INSIGHT COMMUNICATORS (3%) - Spend up to 20 - 25% of their research budget on video

This segment constitutes the sophisticated market leaders who specialise in pushing the boundaries of insight communication through high-end, innovative videos, with high production values, creativity, and multimedia deliverables. An integral part of this is also the quality of the interviewing and moderating. Being more focused on the quality of the video means they are less concerned with price as a commissioning factor. These companies are quality driven.

“It’s become a bit of a norm now in the industry to be honest, a lot of clients request [video] output for debriefs and things and if you’re not really able to deliver exciting, engaging output then they don’t use you anymore. I just think that’s where the expectation is set now. I think it has to be really professional, good output otherwise I think they get distracted by the quality of it, or they don’t take as much notice of it because it looks really poor quality. It needs to be the sort of level of production quality that you would see in a TV programme or online.”

- Samantha Toon, Account Manager, Brass Agency

FREQUENT USERS (10%) - Spend up to 10 - 15% of their research budget on video

This segment is focused on experience, creativity and speed. They frequently use video to capture and communicate insight and are confident with the process. Not only have they had positive experiences using video but they have also seen the benefits.

“We have had good response from the last videos we commissioned so I am keen to continue down those lines as it’s the best way to lighten material and make it a bit more creative and entertaining.”

- Lisa West, Marketing Executive, Eye Corp Advertising Agency

OCCASIONAL USERS (59%) - Spend up to 5% of their research budget on video

These organisations are content and price driven. Being a relatively inexperienced, young segment they are primarily concerned with the quality of the video methodology and many have not yet started to use video for communication. Those that are using video as a deliverable are opting for basic, often lower quality, edits. The research indicates that as this segment continues to use video to communicate insight, they will start to recognise the need for higher quality video production values.

“Just to know that it was from a robust methodology is quite important because those that are quite aware of insight will ask questions about the methodology so that has to be really robust. And then price just because we don’t have that large of a budget so it’s a mix that we look for, of research experience, kind of value and expertise to maximise the budgets that we have.”

- Senior Research Analyst, Swimwear Brand

“Well in terms of experience we wouldn’t want to source anyone who’s new in the business or doesn’t know what they’re doing, because [video] is a powerful medium so therefore, the messages that might come out of it could either be misconstrued or come off the rails at some point, so its important that you’re dealing with the right sort of agency. In terms of budget constraints, we are in an environment where money will be tight given the state of the high street and retail sales at present.” - **John Buckle, Customer Insight, Argos.**



VIDEO INSIGHT VIRGINS - 28% do not use video

Depending on the size of an organisation, there may not be the budget or even the desire to commission a video project. Lack of awareness in how to best use video also featured as reason for not using video. This user segment is expected to recede over the next few years.

“Well I think it’s just because it’s not a technique regularly used at the moment. But that’s not to say we wouldn’t, it’s just we don’t use it currently.”

- Jae Hopkins, Brand Identity Manager at Bourne Leisure Group Ltd.

“I guess it’s quite a commitment; you probably would want to do a whole lot of them at once, rather than dip in and out.” - **Caitlin Hughes, Marketing Manager at Trade Interchange Ltd.**

“People have an idea not to use it because they think it will be very expensive. It’s easier to create a PowerPoint presentation instead of video.” - **Paulo Gomes, Director at ComPark UK.**

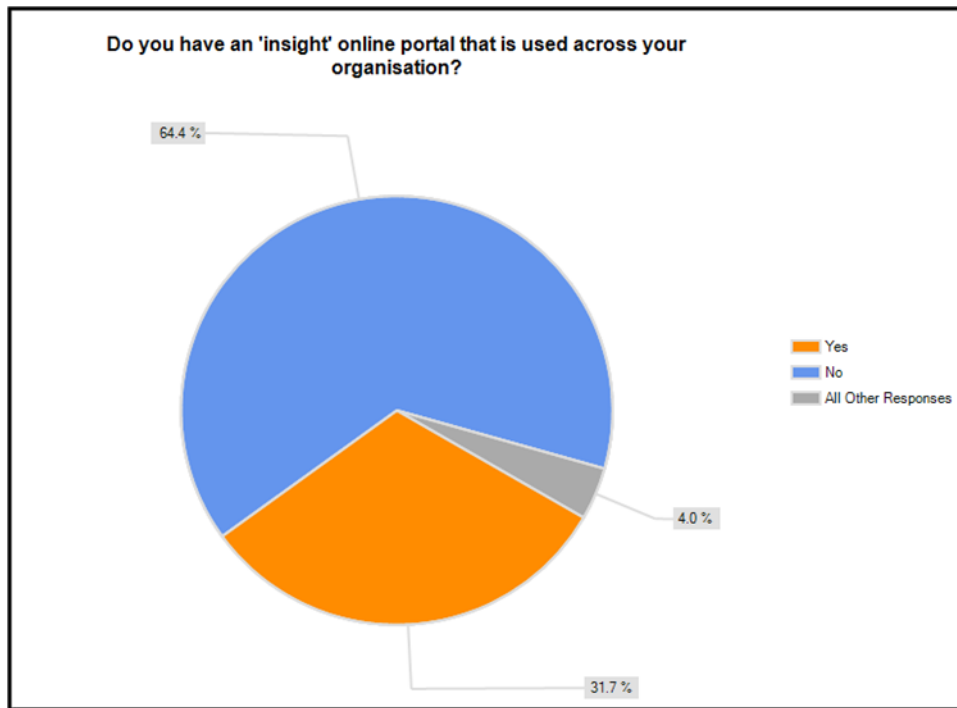
“We just simply don’t have the budget to commission a third party research project.” - Facts UK.

7.0 Communication of Video Insights

There are many ways in which companies are communicating video insights to engage with their employees, distributors, outside suppliers and others. Platforms include intranets, insight portals, adverts, plasma screen TVs in communal areas, company specific YouTube channels and internal social networks. Videos are also used a great deal for conferences, workshops, training and other types of presentations.

From Vox Pops International’s ongoing research with clients, it can be seen that their insight videos are shared with a minimum of twenty people, and often with thousands. This demonstrates how far messages can reach and influence people within organisations in a very simple and effective way through using this visual medium. Given that 94% of the companies in this survey can now view video at their desktop, it has unlimited potential to impact on everyone in a company.

Our research shows that 32% of companies are now using insight portals to communicate insight. Insight portals or company intranets are online communication channels through which companies can share files, view insight results and communicate internally with staff. Video content can be uploaded and viewed by an entire organisation thus generating interest and excitement about the brand. Additionally, an insight portal allows departments that do not usually interact to stay connected. Staying connected via the intranet portal also provides an incentive for employees to get involved in the business. Anna King, Customer Insight Manager at JD Williams said that implementing an intranet “makes people feel part of a team.”



Barclays has an 'Insight TV' portal that is populated with videos, weekly bulletins and other information. This has been a highly successful way for them to share insight across their organisation.

"What has amazed me about what we have done is that we have tried for years to get our insight seen far and wide across the organisation. The great thing about using video in this way is that it has just snowballed. The medium has proven really effective. As well as the quality of what is being said in the videos, the content slots really easily into existing internal communications channels such as intranet, plasma screens, lift TVs, conference presentations and staff training materials. Insight TV has actually opened up channels / opportunities for us to share our wider insight as well as the customer videos."

- Roy Hammond, Senior Insight Manager.

Several respondents disclosed some of the benefits of sharing video insight via internal communication channels, presentations and global intranet portals:

"We also plan to use it in sales presentations, and as we move forward, we'll also use it for other parts of the company because we're a global company and it works really well if you're trying to do presentations across the world because it brings it to life for people and they can see, and share it across the big portals between the countries that we work in. I think definitely the use of video at your desk, nice easy format, not too long, giving the messages simply, fantastic. We deal so much in words and so much, whether it's paper or on screen, it's very hard to digest a written format all of the time, charts and stats. It's much easier and far more memorable to remember things in a picture format or a spoken, you know, to listen to the spoken word. I think people will get those headline messages that you want to get across if they're given to them in a video." - **Senior Marketing Manager, Insurance Provider.**



“Easy to share, easy to upload and you can share it with everyone.”

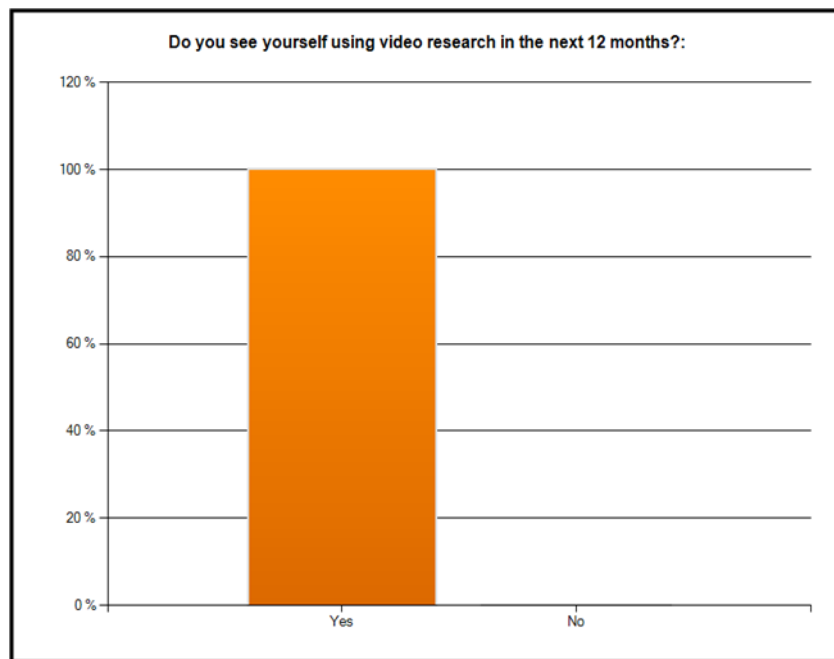
- Pablo Gomes, Director at ComPark UK

“Video files can be quite large in size so video portals are quite useful ways in which to share and deliver that information to people. In our case we’re using that to upload all our content to.”

- Lisa West, Marketing Executive, Eye Corp Advertising.

8.0 The Future for Video Insights

Today companies are not only commissioning vox pops videos, but more complex productions containing cutaways, voiceovers, and advanced graphic videos with special effects. Other forms of video insights include customer segmentation videos, communications checks, event videos to showcase at conferences, product testing and more. An extensive range of video insight options means that as a medium, it can be customised and made accessible to suit any organisation. Our research from this survey and our ongoing client tracker reveals that all companies see themselves using more video in the next 12 months.



8.1 Types of Video Insight

Accompanied Surfs - Record and interview your consumers as they surf the web.

Accompanied Trips - Capture consumers’ shopping, socializing or track their journey with video.

Brand & Mood Videos - Creative videos that convey the mood of a consumer segment or a brand essence.

Communication Checks - Capture feedback to your advert, marketing material or branding.

Corporate Videos - High-end, corporate videos for internal / external use.



Customer Segmentation - Punchy videos to reflect statistical studies and illustrate consumer segments.

Event Videos - Record and track events for PR, marketing or sales purposes.

Expert Voices / B2B - Filming an expert provides an invaluable depth of knowledge and information.

Focus Groups - High quality focus group filming and moderating for traditional groups and mini-groups.

Hall Tests - Recruit respondents in a relevant venue for the products or services you are researching.

In-Store Interviewing - Interview consumers at the point of purchase to get instant opinions and feedback.

Adverts - Use videos of your consumers for your adverts and infomercials.

Observational - Discreetly observe consumer behaviour in-store and in-home

Product Testing - Capture consumers testing your product and gauge reactions.

Video Diaries - Capture consumers' lifestyles, opinions and environment in a three dimensional way.

Video Portraits / Depths - Film and interview consumers in their own surroundings to gain unique insights.

Vox Pops - Short face-to-face interviews filmed and interviewed in-situ in any location.

International Vox Pops - Gain insight from around the globe quickly and effectively.

9.0 The Future

The communication of insight is an area that will develop rapidly over the next 5 years. Businesses must develop successful internal communication channels through which to distribute consumer insight. Insight can be made accessible via intranets, plasma screens in communal areas, company YouTube channels, websites, conferences and much more. Dedicated insight portals can save people travelling miles to come to a presentation, and provide a really effective solution to encourage healthy work-related discussion and debate, which cultivates a better working environment.

A key platform for insight communications in the future will be through the development of 'business media', social media for companies, or dedicated portals that house videos, decks, statistics and other research. Companies such as Coca Cola are announcing their intentions to introduce social media within their organisation.

Barclays currently have a successful 'Insight TV' portal and Nokia were at the forefront of this trend, developing a portal that housed over 1,000 consumer insight and mood videos 3 years ago. Bacardi also recently rolled out an internal communication portal on which they used staff-generated videos to support the 'Bacardi Together' campaign, which reinforced the idea that nothing can replace drinking with friends.



The project included a road show, from which live blogs and video vox pops were fed onto the intranet to keep staff connected with the campaign.¹

In our fast paced modern world today everyone expects to access information immediately. Sitting through a 50 slide PowerPoint can be dull, so visual relief can provide exciting and impactful insight that will be remembered. Traditional written reports and PowerPoint presentations no longer cut it as effective methods of communicating insight findings as they can be dry, dismissed and forgotten.

A multi-media delivery is one of the most effective ways to communicate memorable research to many and keep an audience engaged.

As a medium, video will be used to accommodate the growing demand for immediate, impactful and more powerful insight. Seeing video content containing consumer reactions in a contextually relevant setting will resonate far more with an audience than reading about it in a report. Real engagement with the audience is what matters. There is no substitute for listening to a genuine voice in an authentic context.

With the number of people using social networking, blogging and YouTube increasing by the minute it is clear that the use of video is rising rapidly. This combined with companies' own efforts to produce digital and visual content targeted at their consumers on their websites, through social media sites, on media portals, will lead to more video content requirement, and while video is a relatively new concept in the industry of insight its potential for growth is enormous.

¹ Snoad, Laura, 'The Vital Connection between Staff and the Bottom Line' in *Marketing Week Magazine*, (Nov '11), p. 16.



10.0 About Vox Pops International

We have nearly 20 years' experience of working with blue chip clients including Barclays, BBC, Britvic, BskyB, eBay, Google, Jack Morton, Kellogg's, Microsoft, New Look, Orange, Pepsico, RIM, Thomson Reuters, Unilever, Voca, Which?, Yahoo!

We work in the UK and worldwide and we are experts at getting information out of respondents, be they consumers, business owners or experts in their field.

We offer a range of services, from classic street voxpops and focus group filming/editing, through to customer segmentation videos, animations, adverts, mood videos and more. We have a large video library of voxpops and cutaways and run regular omnibuses and syndicated video surveys.

Our research experience, combined with our talented and creative production unit means that we create exciting, engaging and professional video insights that are used widely throughout an organisation. We have also designed and implement portals including uploading and managing the content for companies such as Nokia and The Post Office.

Typical projects include: advertising, logo, product and brand testing; attitude and usage surveys about specific products and brands; research into lifestyles and the way products/services fit into those.

Our film and multimedia unit, in addition to working on research projects, produce corporate, training videos, adverts, epks and much more. This means we offer our clients creativity and inspiration through a range of filming and editing styles, from classic head and shoulder voxpops, through to complex productions, featuring cutaways, voiceovers, advanced graphics, animations and special effects.

Countries outside the UK where we have worked include Australia, Belgium, Brazil, Burkina Faso, Canada, Chile, China, Czech Republic, Denmark, Egypt, Finland, France, Germany, Greece, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Italy, Japan, Kenya, Malaysia, Mexico, Netherlands, New Zealand, Nigeria, Norway, Pakistan, Poland, Portugal, Russia, Saudi Arabia, Singapore, South Africa, Spain, Sweden, Switzerland, Thailand, Turkey, UAE, USA.

'Great team to work with, perfect project management, excellent results' – Nokia

"Vox Pops have helped bring to life consumers in India, China and Russia, a priority for us. Seeing and hearing consumers reaches parts that pie charts and bullet points never can." - Pentland