



Make a wave

I have had the honour of attending some fantastic conferences over the last few months, including the AMSRS, APRC and CASRO conferences, and it was humbling to witness all the wonderful talent in our industry. I was also reminded of all the great opportunities that exist for businesses in the data and insight space. One hears what one wants to hear, but from listening to the keynote speakers, for example the excellent Jaffrey Hayzlett inspiring us to “Think Big, Act Bigger”, my own key takeout is that we need to embrace change, overcome fear and take decisive action in order to take advantage of these opportunities.

Based on this insight, at the CASRO Annual Conference in Miami I issued a **100-day challenge** to the audience, and am issuing the same challenge to the readers of this newsletter: **Do something differently over the next 100 days to accelerate growth.** [Click here](#) to find out more.

We have some fantastic contributions to this newsletter on **customer-centricity, data protection, learning and trust**. I am extremely grateful to those who have given up their time to contribute and encourage you to read their contributions.

Last, but not least, I am very excited to tell you about the launch of **the GRBN Learning Center**. This initiative has been 6 months in the making and is now possible due to the generous contribution of Dapresy. I hope that as many national associations as possible will find the Learning Center to be of value, either as a channel for distributing their own content or for providing their members with easy access to high quality learning opportunities.

I wish you every success for the remainder of the year and a fantastic start to 2016!

Andrew

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100-day growth challenge: Can you take it?

How much can we collectively achieve in 100 days? A ripple? A tsunami? We can't be sure, but we can be sure that if we do nothing, then we certainly won't achieve anything. This is your opportunity to create a wave. [Read more here.](#)

GRBN Learning Center: Delivering concrete value to you and your members

Kara Mitchelmore, MRIA, and Winifred Henderson, RANZ, share their thoughts on the benefits the soon to be launched Learning Center will offer national associations. [Read more here.](#)

GRBN Building Public Trust programme: Drivers of trust research: Calling all quals!

We are looking to kick-off the programme with a deep dive into what drives trust in research (or the lack thereof) around the world. If you would like your country to be part of the research please [drop us a line.](#) [Read more here](#)

Building Public Trust programme: Why Netquest is getting behind the programme

Find out what has driven Netquest to support the programme through the involvement of R2Online in the programme. [Read more here.](#)

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Curtis N. Bingham, CEO, Chief Customer Officer Council, shares his views on the ROI challenge, and challenges our industry to step up to the plate! [Read more here.](#)

Customer centricity: Making Data Smarter: Bigger Can Take Care of Itself!

Denyse Drummond-Dunn, one of the most ardent apostles for customer-centricity in our sector, challenges us to rise up to the smarter data and the smarter business understanding opportunity. [Read more here.](#)

Customer centricity: Challenging goal to keep on track

ABEP and GRBN board member Bruno Paro interviewed Aurora Yasuda, Knowledge Management, Millward Brown Brazil, on what he thinks increasing customer-centricity means for business. [Read more here.](#)

Customer centricity: Elixir of sustainable growth

Israel Martinez from the Aga Group in Mexico shares his views on the opportunity of customer-centricity. [Read more here.](#)

Data Protection: EU-US Safe Harbor

Michelle Goddard, Director, Policy & Communication, EFAMRO, share her views on what the end of the EU-US Safe Harbor means for the research industry. In short: Everyone needs to keep up-to-date with the changes. [Read more here.](#)

Date Protection: Regulation changes in Japan

JMRA informs us about the changes to the Data Protection Regulation in Japan and what it means for our industry. [Read more here.](#)

GRBN Executive Management Board Meeting

Find out the key decisions made at the Board meeting in October and the plans for 2016. [Read more here.](#)

100-day growth challenge: Can you take it?



By Andrew Cannon, GRBN

I believe we have a fantastic window of opportunity to grow; as a sector, as companies and as individuals. But to do so, we need to take decisive action.

I would like to challenge you as business leaders and research professionals to make a pledge to do something differently over the next 100 days; to take at least one concrete action to seize this opportunity.

Of all the great opportunities out there in the market place, I have chosen three, which I believe alone offer tremendous opportunities for the research sector to grow:

- **Opportunity no. 1: Increasing demand for data and insights**

The demand for our core products has never been so high, which plays right into our strengths. But, are we too modest, too polite? Are we letting others “eat our cake”? I believe we need to flex our muscles and start using our elbows a bit more.

- **Opportunity no. 2: Increasing speed of change**

We understand change. Every day we deliver insights to clients to help them change. But, are we too conservative, too slow, too reluctant, too scared even, to change ourselves? I believe it's time to further embrace change, not shy away from it.

- **Opportunity no.3: Increasing customer-centricity**

Technology is driving our industry's clients to become more customer-centric, more transparent. Who better understands customers than we do? We also have strong ethics, supported with codes and guidelines. But do we treat participants in research well enough, as people, or do we consider them as simply a resource, a data-point? I believe we need to be more participant-centric, as well as client-centric, and to create strong relationships based on trust.

Fantastic opportunities. But we need to seize them and for that we need to take action. By setting a 100-day target, I hope we can focus our collective efforts on making positive change for ourselves and sector. In order to sharpen our focus, I have highlighted 7 potential things to take action on, but if these don't inspire you, simply make up your own! Visit the special [“100-day challenge” webpage](#) to find out more.

Promises and positive pressure

Someone once told me; “nothing is real until you tell someone else about it”, so whilst you are on the [“100-day challenge” webpage](#) why not share your pledge with us and we'll follow-up with everyone after 100 days to find out what we have changed and the impact we are having.

Challenge yourself, challenge someone else

The more people that take decisive action over the next 100 days, the more impact we will have, and I encourage you to pass on this challenge to your colleagues in the industry.

I believe that collectively, and as individuals, we have a lot to gain (or lose if we stick our heads in the sand), so please join us and take the GRBN 100-day challenge at <http://grbn.org/grbn-100-day-challenge/>

GRBN Learning Center: Delivering concrete value to you and your members

By Winifred Henderson,
Vice Chair, RANZ and
Kara Mitchelmore, CEO,
MRIA



In developing the strategic plan for the GRBN, a key focus has been ensuring that all of our association partners have access to on-going professional development and training. In a recent survey it was quickly identified that while some associations had in depth training available, including professional designations for market researchers, others were struggling to find the resources to build these programs in their areas. This is a perfect platform for the GRBN, to match resources with global needs, and from this discussion the Learning Center was born!

This platform, using best in class technology, will allow for on-going benefits for GRBN members and non-members alike, including:

- Members with content will have a medium for global exposure. In an attractive 80/20 revenue split to the content providers, the platform will provide additional financial resources for content developers to further invest in education and professional development.
- Members in need of content will have an entire portfolio of resources available to them, from courses leading into designations, to professional development on the latest and greatest happening in the industry. With many associations uploading content concurrently, members will have an abundance of choices at their fingertips.
- Certificates of completion will be available for all courses, to help track those ever important professional development requirements! Participants will also have the opportunity to achieve a market research designation – geared to differentiate you from the crowd. The GRBN will be working on mutual recognition agreements amongst the associations to ensure that individuals only have to do course work once
- The online platform will house a variety of mediums for delivery, including full courses, webinars and white papers for review. Over time these courses will be translated into multiple languages to meet the needs of members.
- Members will receive special pricing for use of the learning platform for their educational and training needs.

With something for everyone, the GRBN Learning Center is a great initiative that will provide substantial value to members. Scheduled for launch early in 2016, it is anticipated that the tool will continue to be populated with new material throughout 2016. The GRBN is thrilled to be able to offer this service to our members, one which we are positive will reap benefits for years to come.

Please [contact us](#) if you are interested in contributing content or in being one of the first to take advantage of the Learning Center. We would like to thank Dapresy for becoming the first Gold Sponsor of the Learning Center and making its creation possible.



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GRBN Building Public Trust Programme - Drivers of trust research:



Calling all quals!

We believe we understand at least some of the factors that drive trust (or distrust) in research:

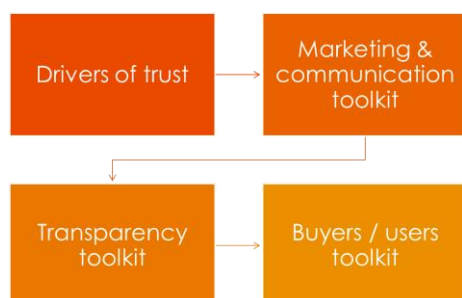
- **Data privacy and security**
- **The perceived value of research**
- **The user experience**

But are we missing anything? Do we understand the drivers deeply enough, especially on an emotional level? Do we understand how people talk about our industry and the concept of trust around the globe?

These are just some of the questions we aim to answer by undertaking a global qualitative study into the drivers of trust in research.

The study will provide valuable input into the next stage in the programme, which is a large-scale co-creation project, the purpose of which is to create the inputs for the three toolkits, which will be the main outputs from the programme to be made available to GRBN members and their members across the globe.

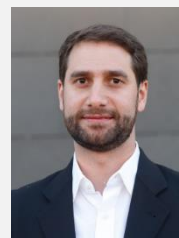
KEY ELEMENTS IN THE PROGRAMME



With the help of these toolkits, we believe we will be able to increase the level of trust in research over the coming years, which in turn will have a positive impact on participation rates, as well as data quality, speed of delivery and efficiency.

Please [contact us](#) by the 15th December if you are interested in your country being part of the qualitative study or to find out more about the programme.

GRBN Building Public Trust programme: Why Netquest is getting behind the programme



By Bruno Paro, Managing Director - Netquest USA & Canada

Netquest is now supporting the GRBN Building Trust Programme. As an online data collection leading company, Netquest has always had a strong commitment to quality data and sees this GRBN initiative as an effort to share the responsibility of building a better market research industry among all the relevant players.

Although one may think that getting information from people is nowadays an easy task due to the availability of multiple technology-related sources, like social media, passive data collection or mobile research, the real thing is that we need people cooperation more than ever. Two main factors are threatening the market research industry. The first one, people are over exposed to marketing proposals, so the contact for market research purposes is becoming harder, maybe irrelevant for consumers. The second one, privacy and confidentiality are becoming big issues that prevent people to participate in advanced research methods, those that are required for the MR industry to keep a relevant position in the clients' mind.

The GRBN Building Trust Programme faces both problems at the same time. Spreading who we are and which is our role in the society among the general population, should make things easier, helping data collection companies to get people's participation. Reputation is a key factor to get this collaboration and to overcome privacy issues. This kind of initiatives are needed not only to improve our industry, maybe to ensure their future.

Netquest wants to help this programme through the participation of the R2Online, a "research on research" program founded and promoted by Netquest, in close cooperation with the Research and Expertise Centre for Survey Methodology (RECSM), a research group of the Pompeu Fabra University (Barcelona, Spain). The R2Online mission is to get a better understanding of how to get quality data from people through online data collection.

Netquest will contribute to the GRBN Building Trust Programme by developing research projects that shed light on how people perceive the industry, and how and why they participate in data collection projects. We aim to get some insights on how the programme can reach its laudable mission.

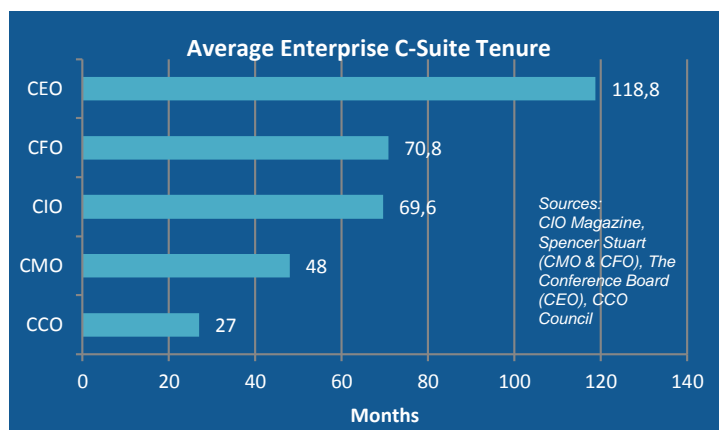


The Chief Customer Officer's Greatest Challenge: Measures of Value

By Curtis N. Bingham, CEO, Chief Customer Officer Council

Companies are adopting the chief customer officer (CCO) role at a faster pace, and keeping them in their roles longer, especially in larger companies. The greatest obstacles to the success of the CCO and by extension the proliferation of customer centricity and experience initiatives is the inability to demonstrate quantitative ROI and as a result, demonstrate value to the CEO.

The chief customer officer is defined as the senior-most executive driving customer strategy across the highest levels of the company and having unique accountability for increasing customer value. According to the 2015 CCO Tenure Study conducted by the Chief Customer Officer Council, 36% of known CCOs are employed by Enterprise, 50% by small, and the remaining 14% by mid-size companies. At 27 months, the enterprise CCO tenure is the shortest of the C-suite.



Source: 2015 CCO Council Tenure Study

There are two huge challenges that CCOs face that limit their tenure and more importantly, their ability to better serve customers: the inability to demonstrate ROI of customer initiatives and related, the inability to demonstrate clear value to the CEO. Without a seat at the CEO's table, customer initiatives are often viewed as discretionary and suffer whenever there is a revenue roadbump. While many CCOs and customer executives are using NPS or some other loyalty metric in an attempt to quantify their results, most have not demonstrated a financial linkage to loyalty measures. As an example, JetBlue found that each detractor converted to promoter is worth \$40 additional profit and each 1-point overall NPS gain yields a \$5-8M increase in annual revenue. Comparing increases and losses from promoters and detractors respectively, it might take 36,000 promoters to increase revenue by \$1M, but only 14,000 detractors to realize a revenue loss of \$1M. Presented with these types of numbers, the CEO and CFO were extremely interested in and supportive of the initiatives underway to improve the customer experience and the requisite increase in customer centricity within the organization.

What are CCOs doing to address this gap? There are three types of measures of CCO success: relational, qualitative, and quantitative. Many CCOs begin with relational measures: getting the CEO support for initiatives based on the promise of future results. However, there is a time or event horizon by which results must be demonstrated lest support wane or be cut off. Many customer executives are using qualitative metrics measuring perception and of relationship health, intent to repurchase, willingness to recommend (NPS), etc. As sexy as these numbers are, they are of minimal use in the absence of financial correlations. The most successful customer executives are using quantitative measures that demonstrate their impact on revenue, costs, and especially changes in these metrics over time as a result of changes in customer behavior. Metrics include customer lifetime value (CLTV), share of wallet (SOW), time to revenue, upsell/cross sell, and customer ROI (adoption of the customer's measures of success).

The most successful CCOs are demonstrating their value, earning a seat at the CEO's table, and their ability to improve customer value by measuring their impact on financial metrics. Customer executives need more and better and more comprehensive quantitative measures that demonstrate how customer behavior is changing as a result of customer initiatives, and the impact of this change on company financials.



Curtis Bingham is the world's foremost authority on the customer-centric organization. He was the first to promote the role of chief customer officer as a catalyst for competitive advantage. He is the creator of the first CCO Roadmap and the Customer Centricity Maturity Model. He is the founder of the Chief Customer Officer Council, a powerful and intimate gathering of the world's leading customer executives. As an international speaker, author, and consultant, Curtis is passionate about creating customer strategy to sustainably grow revenue, profit, and loyalty.



Making Data Smarter: Bigger Can Take Care of Itself!

By Denyse Drummond-Dunn, C3Centricity

In 2007 the MREB ran a study to understand why some MR departments were rated better than others. They concluded that the two major areas in which MR provides value to business are the new learnings from conducting projects and the accumulation of knowledge over time. They also identified three stages in the development of MR departments to achieving true value and information ROI:

1. **Methodological experts**, data collection and provision to business with just an explanation of findings.
2. **Insight generators** where researchers act as consultants, interpreting the “so what” and supporting decision-making.
3. **Synthesizers and socializers**, actively participating in day-to-day business decisions, by not only facilitating insight generation, but also by synthesizing knowledge from multiple sources.

They discovered that most MR departments sit in the first two stages, and yet it is the third stage that brings most value to business. In the last eight years, I don't think much has changed, do you?!

A second study shows that top management complains they can't find the information they want when they need it, and anyway get emails and spreadsheets, rather than the (mobile) dashboards they would prefer.

A third study reported that over two-thirds of CMOs feel unprepared for the current data explosion, especially from social media. They appreciate there's knowledge and understanding lurking in it, but have trouble keeping up with the rapidly changing marketplace.

The growth in Big Data offers a huge opportunity for market researchers from both the client and supplier sides. It's vital the profession shows its superior skills of analysis and synthesis, and gets much closer to the action, before someone else does. It's time we led the transformation from Big Data to Smart Data.

Smarter Data Integration

It is claimed that the typical large company has around 14,000 databases on average and yet most of that data sits in individual departments never being reviewed, let alone integrated. Management's preference for dashboards requires data to be both consistent and comparable.

In one CPG company, I found five initiatives being run concurrently, which each needed the creation of a master data file. By combining efforts, we managed to generate one larger enterprise MDS with a single list of values, definitions and processes, to which each project connected. This resulted in significant savings of resources and better collaboration between project teams.

Smarter Business Understanding

Most research is conducted in relative isolation from the rest of the business, but we now should incorporate the bigger data flowing into our companies from other sources. However this comes with the prerequisite of an important culture change.

One CPG company developed a Global Project Management System, but two issues arose:

- Marketing rarely referenced it, preferring to request information directly from the research team.
- Researchers were reticent to publish their work, claiming confidentiality.

Another CPG company developed a consumer data warehouse, which integrated all consumer information, from market research, call centres and CRM. It provided a holistic view of the consumer, but the rollout beyond test market was delayed because countries didn't trust the HQ with the same access to information that they had.

Both projects would have succeeded had there been more openness and confident collaboration. If MR is to lead the push for smarter data, we need to address the required culture changes, not just solve the technical challenges of data integration.

Smarter Questions

Researchers know that getting the right answers depends upon asking the right questions, but for this we need a better understanding of the business, which comes from more involvement. To achieve this, MR needs new skills of sociability and synthesis.

We should become more engaged within our organisations, so that we are seen as the invaluable customer representative in all internal discussions.

Synthesizing is a skill in which market researchers should excel and yet we still rarely manage to tell the “so what” stories that appeal to management. I believe this comes from not speaking their language.

To conclude the perspective of turning Big Data into Smarter Data, we need multiple (new) skills within MR:

- Project management, methodological expertise and analytical skills.
- Intellectual curiosity to generate insights and help the business to solve problems.
- Storytelling, communication and influencing skills to transfer this understanding and inspire action.

If you work alone or in a small team, you will have to rely more on your suppliers for the first tasks, to free up time to develop your consultancy skills. Of course suppliers can and I am sure would welcome the chance to help there too, but for that they require total transparency, something that is often difficult to achieve.

Making data smarter requires cultural change. Market research can lead the integration and analysis of all information flowing into organisations today, but must also be seen as the leader in the requires cultural changes too. Isn't this what we (should) have been doing all along?

MREB – the market research arm of the Corporate Executive Board

From www.BusinessIntelligence.com

From IBM and BusinessIntelligence.com

Aaron Zornes, The MDM Institute

MDS – Master Data Source

CRM – consumer relationship marketing / management



Denyse Drummond-Dunn is President & Chief Catalyst of C³Centricity (www.C3Centricity.com), a global consultancy that provides strategic counsel to the executive teams of billion-dollar brands.

She is the author of Winning Customer Centricity (www.WinningCustomerCentricity.com), lauded as “A must read for today's and tomorrow's marketers”. The book includes many examples from her career of over 30 years' in senior executive roles with Nestle, Gillette & Philip Morris International.



Customer centricity: Challenging goal to keep on track

Aurora Yasuda, Knowledge
Management, Millward Brown
Brazil



ABEP and GRBN board member Bruno Paro interviewed Aurora Yasuda, on what he thinks increasing customer-centricity means for business....

Bruno Paro, ABEP: Regarding customer-centricity, what has changed in the last years?

Aurora Yasuda, Knowledge Management, Millward Brown Brazil.: Successful strategic planning for brands is becoming more and more challenging. What was taken as customer-centric in some years ago no longer is valid. The lack of differentiation among brands is higher, consumers are more demanding and the development of innovations requires enormous amount of investment.

BP: How to get there?

AY: Brand's frontiers are widening and going beyond the benefit of product in itself. Brands need to promote a whole brand experience to the consumers to get the opportunity to come closer to their hearts.

BP: What should be changed?

AY: The mindset for marketers should be completely new after the digital world. Millward Brown experience shows that relationship between brands and consumers has changed. Consumers are much more empowered and brands lost their authority among them. It is not enough to enhance the consumer understanding to fulfill their needs. We understand that it is more complex to talk with the consumers using the right consumer-centric message.

BP: How are brands affected?

AY: Brands from the technology segment have very low differentiation between them. However, brands of this segment are ones of most valuable brands in the BrandZ Top 100 Most Valuable Brands Ranking. What does it mean? Technology brands are offering meaningful messages that have built a large amount of fans. Brands like Apple and Facebook are strongly linked to the consumer's heart. What we have learnt is that high level of lovers make shorter the effort to deliver the right customer-centric message and optimize media investment in a long term.

Aurora Yasuda is graduated in Social Science and has worked in market research for more than 40 year. In 1991, she started the discussions with Millward Brown to bring the business to Brazil as a licensee and in 2000 consolidated the process to set up Millward Brown as an independent company from IBOPE. Acted as VP of client service from the beginning until 2010 .

Aurora is President and member of Market Research Self-Regulatory Committee fro, ABEP. She has also published a book "Pesquisa de Mercado - um guia para a prática da pesquisa de Mercado" and a guide "Market research for Branding" edited by ABA.

Customer centricity: Elixir of sustainable growth

By Israel Martinez – Expert Consultant in
Strategic Marketing, article based on the
Customer-Centric Methodology of the aga
group

Thanks largely to technological advances, mobility and communication via social networks, customers have gained great power over companies to really communicate their experiences; the good ones and, in particular, the bad.

This phenomenon, coupled with the commoditization of products and services, the saturation of the markets in any industry and the growing demands of the customers, has forced organisations to change and focus on products, becoming customer-centric. Customer-centric companies are searching for a sustainable balance between pleasing their customers in a different way with the core competencies of the business seeking long-term profitability.

The difference lies in the strategy of how to grow profitably; product-centric companies traditionally look to minimise their costs, and profitability is a result of the sale of their products on a large scale. A customer-centric company, however, challenges this paradigm and emphasises the importance of the following:

- Segmenting customers, understanding their needs, managing them and making them profitable, offering differentiated specific offers
- Maintaining a constant chain of feedback, action and management of customer experience via its multiple contact channels
- Implementing an organisational structure that aligns customer service with efficient operation and is service-minded
- Building brands and philosophy for life for the customer/consumer, but also creating a culture within the organisation

As an example, Banregio, a regional Mexican bank, is undergoing a customer-focused transformation. Using tools such as mapping the customer journey and redesigning the multichannel service model, Banregio is looking to increase satisfaction and, as a result, the loyalty of its customers. This involves the redesign of technological tools and a reengineering of the process with the aim of improving customer experience and interaction at all stages and thereby ensuring a more effective transformation.

Apart from having loyal customers, another result of a customer-centric transformation will be sustainable growth and dividends for shareholders; these customers are fundamental to the existence of any business.

What does the end of the EU-US Safe Harbor mean for researchers? The view from Europe

By Michelle Goddard, Director, Policy & Communication, EFAMRO



“Stay Calm and Don’t Panic”. That is the mantra from EU data protection regulators, since the Schrems decision on 6th October 2015 heralded the demise of the EU-US Safe Harbor framework as a lawful vehicle for transatlantic data transfers. The case is now back at the doors of the Irish Data Protection Authority (where it started) with that authority having been formally ordered by the Irish High Court to investigate the adequacy of data transfers by Facebook to the US.

The ramifications of the Schrems decision have been analysed and unpicked by policymakers, legislators, businesses and interest groups. So, as the implications continue to reverberate for researchers, here are some takeaway points for those navigating the vast sea of information:

- *Diverse positions across the EU landscape*

EU institutions all recognise the problem and the significant impact on business but are fragmented in their response. German data protection authorities have already disagreed with the advice given by the Art. 29 Working Party. So researchers will need to focus on engagement with home authorities in order to understand their individual enforcement approach.

- *Pragmatism and realism is the best guide*

Audit your data flows to identify risks. The alternatives to Safe Harbor are all flawed but some may be “workable enough”. In current circumstances that is probably as much as we can hope for. Standard contractual clauses (and Binding Corporate Rules) as suggested by the Art. 29 Working Party and the EU Commission will be important to those using the breathing space until January 2016 to reduce compliance risk. Safe Harbor2.0 if negotiated may also help.

- *Researchers need to rethink how to flag data transfers to participants and obtain their informed consent*

Gaining informed consent to collect, use or store personal data of EU citizens outside the EU remains a viable option for some research projects. The terms and conditions of research panellists and the advance information provided to participants must clearly and visibly communicate this. It has been argued by some that participants can’t consent to waive away and thus

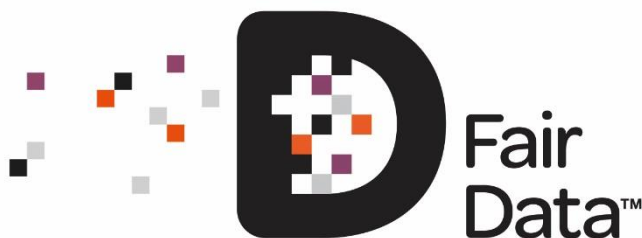
reduce the protection afforded by fundamental right to privacy, but this will need to be legally tested before it is struck down and of course the Commission has also recommended caution in the use of consent as a transfer mechanism.

- *Anonymous data is always subject to less restrictions*
Once data has been properly anonymised it is subject to less data protection restrictions, so direct and indirect personal identifiers should be removed if possible before seeking to transfer data elsewhere.

But above all keep current – the one thing that is certain is change.

Fair Data

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in personal data use



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Market Research Society
The world’s leading authority on
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Key points of the amendment to the Personal Information Protection Act and its impact on the research Industry

Contribution by Japan Marketing Research Association



Here we will discuss four revisions made to the Personal Information Protection Act, presenting their key points and their impact on our industry.

1 Clarification of the definition of personal information

A Personally identifiable data (such as fingerprint data, face recognition data, passport numbers, licence numbers, and mobile phone numbers) added as specific examples of personal information

- Criteria for determining whether or not something is considered to be personal information, namely "personal identity" and "easy verification" in conjunction with other information, remain unclear, and discrepancies in interpretation are seen between even companies of our industry. It will therefore probably be necessary to establish such criteria for our industry.

B Newly establish "information requiring special consideration"

- This refers to personal information that requires particularly strict handling (corresponding to "certain sensitive information" defined in JISQ15001:2006). Companies who have been awarded Privacy Mark certification, which is based on this standard, are already in compliance, so the impact on the industry will be minimal.

2 Ensuring the usability of personal information, etc. under appropriate disciplinary rules

A "Anonymously processed information" is newly established and clearly separated from personal information, ensuring such information usefulness

- Information for which personally identifiable information has been processed (removed) and cannot be restored (made recognisable again) is defined as "anonymously processed information". However, the criteria are unclear with regard to how much processing must be done to make it "anonymously processed information". Criteria established by the Personal Information Protection Commission must be followed, but ultimately it will likely be left up to the independent standards and rules of individual industry organisations.
- Since this does not concern personal information, prior consent from the party concerned is not required, even in cases where it is provided to third parties. However, some measures will be necessary, such as formulating rules on the handling of "anonymously processed information", publicising what items are included in this information, and specifying that the information is "anonymously processed information" when providing it to third parties (e.g. clients). As a result, staff at research firms who handle such information will likely see their workload increase.

3 Strengthening the protection of personal information

A Mandatory verification and creation of records relating to third-party provision (ensuring traceability)

- When providing personal data to a third party (e.g. clients) it has become mandatory to record and save for a certain period of time the date and recipient of the data. In addition, when receiving such information from a third party (e.g. another research firm), it has become mandatory to verify the process by which the provider obtained the relevant personal data, and to record and save for a certain period of time matters relating to the date of provision and verification. In all of these cases, these processes are routinely carried out in this industry in accordance with certain rules, but the point here is that the amended law clarifies the response procedures as far as keeping records.

B Increased penalties

- In our industry (JMRA member companies), most companies have been awarded Privacy Mark certification and are also in a position where they must observe the JMRA Marketing Research Code of conduct. As such, they are unlikely to be subject to the increased penalties, including the newly established "personal information database provision crime".

C Involvement in provision to third parties without consent of the concerned party (opt-out provision revised)

- For industries (JMRA member companies) complying with JISQ15001:2006, which, in principle, does not allow opt-out (prior consent of the concerned party is required for provision to a third party), there will be very little impact.

D Erasing of personal data added to "ensuring accuracy of data contents"

- It is now compulsory for business operators to delete without delay personal data that is no longer needed. However, since the definition of what is "no longer needed" and the scope and method of deleting it are not clear, it will probably also be necessary for our industry to come up with some sort of guideline for handling data that is collected and stored every day from access panels

4 Coping with the globalisation of handling of personal information

A Limits on the provision of personal data to third parties in other countries

- When providing personal data to a third party in another country, if the third party does not meet any of the following requirements, consent for the provision must be obtained from the party concerned: The third party is in a country that meets personal information protection standards equivalent to those in Japan. The third party has a system in place that is compatible with the criteria established by the Personal Information Protection Commission
- When providing personal data to a third party in another country, the exceptional application for third-party provision inside Japan is excluded. Therefore, when entrusting an overseas research company with the handling of personal data, when using an overseas cloud service business, or when using personal data jointly with a group company located overseas, in cases where the other party does not meet any of the requirements above (A), this will be considered to be providing information to a third party, and the consent for the provision must be obtained.

B Establishment of provisions on the scope of application for handling personal information across national borders

- Under current laws, the regulations do not extend to business operators who do not have a base in Japan, but under the amendment, even business operators not based in Japan who obtain personal information in connection with business in Japan will now be subject to Japan's Personal Information Protection Act. This will likely apply to, for example, hosting surveys for overseas research companies (clients) targeting people who live in Japan. Due to advances in globalisation and the popularisation of cloud-type services, even in our industry there are more and more cases in providing personal data to a third party in another country or handling personal information across national borders, so the impact of the amendment should not be considered negligible.

GRBN Executive Management Board Meeting

October 2015, Miami

In conjunction with the CASRO Annual Conference in Miami, the GRBN Executive Management Board met over two days to review the GRBN strategy and set out the plans for the next 12 months.

The board reaffirmed that the strategic objectives of GRBN remain unchanged:

- **Strengthen national associations**
- **Develop skills and know-how**
- **Promote the industry**

The board confirmed that the key targets for 2016 are:

- **For GRBN to attain financial independence**
- **For all GRBN members to perceive that they have received concrete value from GRBN during 2016**

Based on these targets, GRBN will continue to develop and market initiatives that simultaneously support the strategic objectives and attract sponsors. The two key initiatives for 2016 in this respect are:

- **GRBN Building Public Trust Programme**
- **GBBN Learning Center**

More information on these initiatives can be found in this newsletter, as well as on the GRBN [website](#).

We are in the process of updating the **Member Engagement Survey** in order for us to better understand the current needs of our members. However, based on the 2014 results, we are sure that the **Learning Center** will deliver value to many of our members, both those who have content and those that are in need of content. In order to ensure this happens, we have set up a Training Working

Group, which currently 5 countries are actively involved in: Australia, Canada, Malaysia, New Zealand and Singapore. We also hope that the Learning Center will also offer GRBN member national associations the opportunity to generate local sponsorship income. Please get [in touch](#) if you would like to be part of the first group of associations getting to benefit from the Learning Center.

To help ensure best practice guidance is available to GRBN members and their members we will continue to co-operate with ESOMAR on issuing industry guidelines. The **Guideline on Online Research** has just been issued and can be accessed from [here](#), and we would like as many GRBN member associations as possible to either adopt or endorse these guidelines. In 2016 the objective is to issue joint guidelines on both mobile research and social media research.

Finally, we are extremely excited to welcome **NIMRA, the national association for Nigeria**, as the first African GRBN member and look forward to helping the industry grow stronger in the region.



Andrew Cannon (GRBN), Joy Uyanwune (NIMRA), Alex Garnica (ARIA)

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About The GRBN

The Global Research Business Network is a not-for-profit organization founded by the APRC, ARIA and EFAMRO. The GRBN connects 39 national market, social and opinion research associations and over 3500 research businesses on five continents. More than US\$25 billion in annual research revenues (turnover) are generated by these businesses.

GRBN's mission is to promote and advance the business of research by developing and supporting strong autonomous national research associations. More information on the Global Research Business Network is available at www.grbn.org.



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