Chapter 10
Communicating the Results

Learning Objectives

After reading this chapter you should understand:

– Why communicating the results is a crucial element of every market research study.
– Which elements should be included in a written research report and how these elements can be structured.
– How to communicate the findings in an oral presentation.
– Ethical issues regarding the communication of the report findings to the client.

Keywords Ethics · Follow-up · Identify and understand the audience · Minto principle · Oral presentation · Pyramid structure for presentations · Report structure · Visual aids · Written report

To discuss the significance and future development of information and communication technologies (ICT), TNS Infratest have published the International Delphi Study 2030 in May 2010. 551 international experts from business, academia and politics assessed 144 future scenarios in two consecutive survey waves by mid 2009. The development and use of ICT and media up to 2030 were assessed under four focal issues:

– Social implications of ICT development
– ICT innovation policy
– Infrastructure development and key technologies
– ICT drivers of innovation in central areas of application

The final 300-page report provides a comprehensive overview over the survey method, survey period, sample structure, study's results and includes recommendations for public policy and companies. The authors also included an executive summary which highlights the main findings by means of five core messages.

(*continued*)

E. Mooi and M. Sarstedt, *A Concise Guide to Market Research*,
DOI 10.1007/978-3-642-12541-6_10,

http://tinyurl.com/delphi2030

Introduction

Communicating results is a critical step in a market research project. This includes giving clear answers to the research questions and recommending a course of action, where appropriate. The importance of communicating marketing research results should not be underestimated. Even if the research has been carefully conducted, spending too little time and energy on communication makes it difficult for clients to understand the implications of the results and to appreciate the study's quality. To communicate the findings effectively, these need to be comprehensible to clients who may know little about market research and who may even be unfamiliar with the specific market research project. Hence, the communication must provide a clear picture of the whole project and should be relevant for the audience.

Usually, market researchers provide clients with a written report summarizing the key findings. This report is the written evidence of the research effort and is often the only record of the full results. In addition, market researchers frequently present findings to company management, which requires specific communication skills. Identifying the audience is critical, as this determines how the findings are best communicated. In this chapter, we discuss guidelines on how to communicate research findings effectively in written and oral form. We first discuss written reports before listing some cornerstones of oral presentations. We also provide some hints for research follow-up. At the end of the chapter, ethical issues related to market research are briefly reviewed.

Identify the Audience

When providing written reports (as well as oral presentations), you should keep the audience's characteristics and specific needs in mind and should tailor the report to their objectives. In market research, we have two audiences who need to be treated differently: academics and practitioners.

While academics are generally experienced in reading statistical data and interested in the underlying theory and methodological details, managers may wish to know how to solve a specific marketing problem and are thus primarily interested in the recommendations. In this chapter, we focus on this second important group of practitioners.

Imagine the marketing department of a company planning to launch a new product and therefore needing to learn more about potential customers' buying behavior. The knowledge and level of interest in the study might greatly differ within the department. While managers who commissioned the study generally know its objective and design, others, who are unfamiliar with its background (e.g., the marketing director or the sales staff) must also be made familiar with the research so that they can understand the research findings. When preparing the report, you should consider the following questions:

- Who will read the report?
- Why will they read the report?
- Which parts of the report are of specific interest to them?
- What do they already know about the study?
- What information will be new to them?
- What is the most important point for them to know after having read the report?

These questions help you determine the level of detail that has to be included in your report. Furthermore, they reveal information that requires specific focus during the project. Remember that a successful report is one that meets its audience's needs! However, not everything that you consider appropriate for your audience might actually be. Nothing is worse than suggesting an idea that is unpalatable to the audience, (e.g., saying that a specific behavior or attitude of the senior management is a major obstacle to success), or to propose a course of action that has been attempted before. Thus, informal talks with the client before results are presented are vital – never formally present findings without discussing them with the client first!

Further, ask clients early in the project what their expectations are and what recommendations they think will be made. A good market research company can then go beyond these anticipated findings and offer recommendations that clients do not expect. It increases the chances of obtaining truly new insights. Furthermore, this avoids presenting research findings that clients already know. Essentially, why spend, say, 50,000 USD if the answers are at hand? Asking clients what they anticipate can avoid this issue.

Structure the Written Report

When preparing a written report – besides the difficulty of satisfying several audiences – you also face the trade-off between discussing the study in too much detail, which risks boring the audience and perhaps even garbling the message, and providing too little information, leaving the readers unsure of the research quality. A clear structure can help readers navigate through the report to quickly and easily find those elements in which they are interested.

Although reports differ regarding the researcher, the client, the topic, and the nature of the project itself (just think of the introductory example on the International Delphi Study 2030), the outline presented in Table 10.1 is the suggested format for writing a research report.

Table 10.1 Suggested format for a written research report

TITLE PAGE
EXECUTIVE SUMMARY
TABLE OF CONTENTS
1. INTRODUCTION
1.1 Problem definition
1.2 Research objectives
1.3 Research questions and/or hypotheses[a]
2. METHODOLOGY
2.1 Population, sampling method and sample description
2.2 Quantitative and qualitative methods used for data analysis
3. RESULTS
4. CONCLUSIONS AND RECOMMENDATIONS
5. LIMITATIONS
6. APPENDIX

[a]In practice, the word hypotheses may not be used but terms such as research question(s) or proposition(s)

Title Page

The title page should state the title of the report, the name of the client who commissioned the report, the organization or researcher submitting it, and the date of release. The heading should clearly state the nature of the report. It may simply describe the research (e.g., “Survey of Mobile Phone Usage”) or may outline the objectives of the study (e.g., “Increasing Adaption of Wireless Internet”).

Executive Summary

The summary is the heart and core of the report because it is often the only part that executives read. But even those who read more will be influenced in their expectations by the summary. Hence, this section must be short enough so that busy executives are willing to read it, but should enable them to grasp the essence of the research.

The executive summary should contain key findings and recommendations and should stimulate interest in the full study. Furthermore, it should help the readers remember the key points of the entire report by providing the necessary background information on the study (research problem, approach, and design). Since the executive summary is very important, you should pay special attention to its structure. A common way of doing this is to follow the classic narrative pattern of story-telling. Begin with a description of the situation, then introduce a complication, which gives rise to a number of questions; lead the reader through your line of reasoning to the answer:

- *Situation*: background information that the reader already knows.
- *Complication*: a change from a formerly stable situation or a new business opportunity (i.e., the reason for your research study).
- *Question*: the scope and goal of your research study.
- *Answer*: your findings, conclusions, and recommendations.

Table of Contents

The table of contents helps the reader locate specific aspects of the report. Listings in the table of contents should correspond to the main headings of the report. It should also include lists of tables and figures with page references.

Introduction

This section must provide the reader with the project context. Questions to be answered include: Why was the study undertaken? What were the objectives and key questions? Is the study related to other studies and, if so, what findings did they produce?

Besides introducing the background and purpose of the research, this part should also shortly explain how the problem was addressed. In particular, theoretical foundations or analytical models on which the study was based are presented in this section. Hypotheses or propositions that will be tested during the research should be mentioned. Furthermore, unfamiliar terms used in the report have to be defined. For example, in the airline industry, terms such as CASM (cost per available seat mile) are used, which need explanation. As a rule, the following three questions regarding the research should be answered in the introduction, but should be neither too detailed nor too technical:

- What was done?
- How was it done?
- Why was it done?

Keep in mind that the introduction should set the stage for the body of the report and presentation of the results, but no more than that. A detailed description of how the data were collected and analyzed is provided in the next section of the report.

Methodology

In this section, you should describe the procedure of the research and the different statistical methods used for the data analysis. Although not everyone will be interested in the details, these must be presented precisely and coherently, allowing the reader to understand the process and basic principles of the analyses. Always consider your audience! If the audience has a strong interest in research methodology, you should describe the procedures in detail, but skip the basics. If the client has little knowledge of the analyses, you could introduce the methodology briefly. Should the explanations be extensive, integrate these in the appendix.

If not already stated in the previous section, you should define whether the study is exploratory, descriptive or causal in nature and whether the results are based on secondary or primary data. If primary data are used, their source should be specified (observation vs. questionnaire). If a questionnaire was used, you should state whether it was administered through face-to-face interviews, telephone interviews or web or mailed surveys. Explain why this particular method was chosen.

The reader should also know the demographic or other relevant characteristics of the target population. This includes the geographical area, age group, and gender. While it is usually sufficient to describe the population in a few sentences, the sampling method needs more explanation: How was the sample selected? Which sampling units were chosen? In addition, information on the sample size, response rate, and sample characteristics are essential as they indicate the results' reliability and validity.

A copy of the actual instruments used, such as the questionnaire or the interview guide, as well as detailed statistical analyses of the results should be included in the appendix or even as a separate report. Although these are important to fully understand the characteristics of the research project, their inclusion in the main text would make reading the report more difficult.

Results

This section is usually the longest in the report. Here, the researcher presents the findings and describes how these relate to a possible solution to the research problem and to the recommendations. There are several ways to logically present the results. You could, for instance, use the different research objectives as a guideline to structure this section and then analyze them one by one.

Another way is to first summarize the overall findings and then analyze them according to the relevant subgroups, such as gender or geographical regions. If several research methods were used, it is also possible to classify the findings correspondingly. For example, you could first present the conclusions of the secondary data collection and then those derived from an analysis of the questionnaire.

When presenting statistical data, tables and graphs should be used to bring life to the report and make it more interesting. Furthermore, tables and graphs structure information, thereby facilitating its understanding. Both allow the researcher to visually represent very complex data in a way which is not fully feasible when using tables. However, graphs can also be misleading as they can be adjusted to favor a specific viewpoint (see Box 10.1 for examples).

Box 10.1 Window-dressing with graphs

While graphs have the obvious advantage of presenting complex information in an accessible manner, they can be used to mislead the reader by promoting an idea or favoring a specific viewpoint. Experience in generating and interpreting graphs will help you spot these issues. In this box, examples are shown of how graphs can be presented in a misleading way.

By simply shortening the x-axis in Fig. 10.1 (i.e., removing the years 2003–2007), we convey a potentially misleading idea of the growth in units sold (Fig. 10.2). Likewise, we can "adjust" the y-axis by modifying the scale range (Fig. 10.3 vs. Fig. 10.4). By simply reducing the axis to a range from 98 to 114 units, the situation is made to look much more positive. Another typical example is the "floating" y-axis (Fig. 10.5 vs. Fig. 10.6) which increases the scale range along the y-axis, thus making the drop in number of units sold less pronounced visually.

Data are often presented using three-dimensional figures such as in Fig. 10.7. While these can be visually appealing, they are also subject to window-dressing. In this example, the lengths of all the edges were doubled to correspond to the 100% increase in turnover. However, the resulting area is not twice but four times as large as the original image, thus presenting a false picture of the increase.

These are just some common examples; Huff's (1993) classical text offers more on this topic.

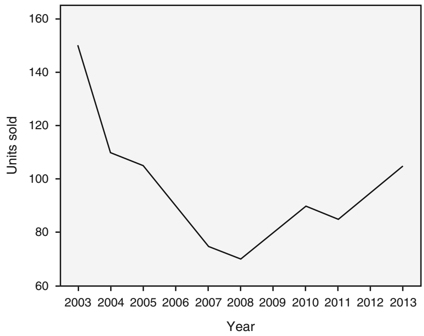

Fig. 10.1 Where does the curve start? (I)

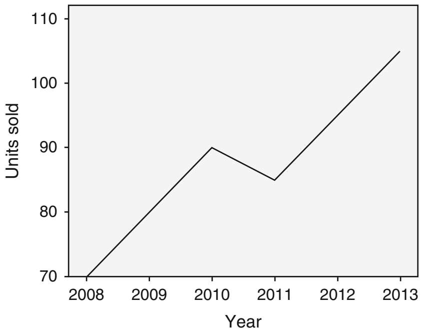

Fig. 10.2 Where does the curve start? (II)

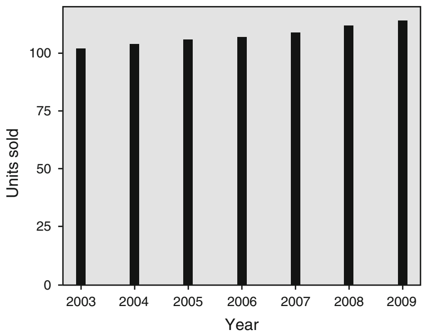

Fig. 10.3 Stretching the y-axis (I)

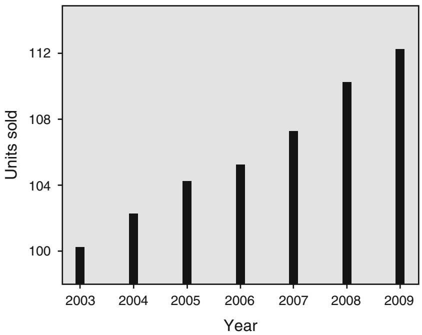

Fig. 10.4 Stretching the y-axis (II)

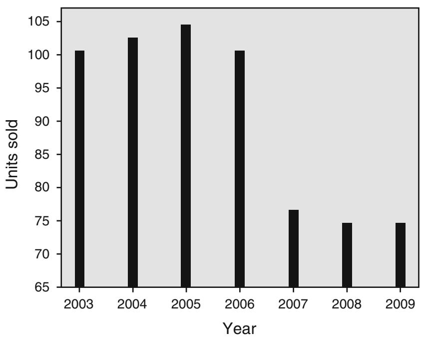

Fig. 10.5 The "floating" y-axis (I)

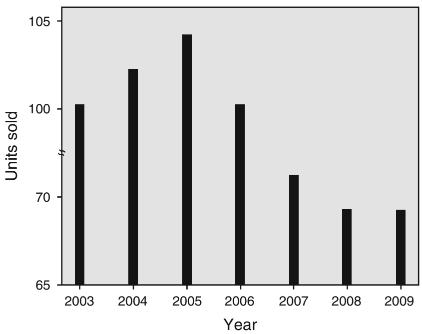

Fig. 10.6 The "floating" y-axis (II)

Fig. 10.7 Doubling the edge length quadruples the area

On the other hand, tables are less susceptible to manipulation as they contain more detail. Tables present exact figures and thus enable the reader to accurately retrieve specific facts. As a rule, every table or graph in the report should be numbered sequentially and have a meaningful title, which briefly describes the information provided. Alternatively, you could use a representative quotation from an interview as the title, giving the graph or table a personal touch.

Note that executives need to grasp the message presented in the table or graph at a glance, because most readers first turn their attention to these before reading the accompanying text. Furthermore, units of measurement must be clearly stated. If the reader cannot easily determine whether a figure quoting "2 million" refers to the number of units sold or to turnover realized, the information cannot be interpreted correctly.

There are many different kinds of graphs and each type has its advantages and disadvantages. Please review Chap. 5 where we discussed the most commonly used graphs in marketing research studies.

Conclusion and Recommendations

Having presented the findings, the next step is to summarize the most relevant points and interpret them in light of the research objectives. You should write the conclusions in such a way that they present information relevant to managerial decision-making. Keep in mind that, for the client, the quality of the marketing research depends heavily on how well decision makers can use the information! The research must provide the client with clear benefits, which could lead to further research assignments.

Researchers are increasingly asked to go beyond merely stating facts and interpreting them, but to also provide recommendations or to advise on management decisions. Whereas conclusions that are purely based on the research have to be unbiased and impersonal, specific recommendations are grounded in a personal and (at least partially) subjective opinion on how the results can be most favorably used in the clients' interest. Thus, you have to make sure that recommendations are recognizable as such. The extent to which a research report should include recommendations is determined by the client during negotiations prior to the start of the project. This will also depend on the researcher's expertise in the area of concern.

In this respect, the researcher should be aware of all factors that influence the marketing issue. Researchers may provide logical recommendations based upon the findings of their work, yet these might be unrealistic or impossible for the client to implement due to issues such as insufficient budgets, fixed operation methods, or specific policies and regulations.

Consider the following example. A candy producing company wishes to know how it can increase sales and has commissioned a research organization to gain insights into its different customer segments. The researchers find that teenagers are the most important target for the given brand and suggest that vending machines within schools would increase the company's revenue. Although this could indeed boost sales, the recommendation does not help the company if vending machines are not allowed in schools. To avoid such issues, make sure that you or another member of your research team is familiar with the overall context, including regulatory and legal issues. Also consider whether the research is merely a part of a larger project. Furthermore, before making recommendations, review them with the client to determine whether these are acceptable and actionable.

Limitations

Finally, you should explain the extent to which the findings can be generalized. All research studies have limitations due to time, budget, and other constraints. Furthermore, errors might have occurred during the data collection. Not mentioning potential weaknesses, such as the utilization of a convenience sample, or a small sample size, for whatever reason, reduces the credibility of the research. Taking all factors into regard, the results of the research should always be discussed in a balanced and objective way. You should neither overly diminish the importance and validity of the research, nor try to conceal sources of errors and, hence, potentially mislead managers regarding the results you present.

Appendix

All material not directly necessary for an understanding of the project, but still related to the study should be included in the appendix. This includes questionnaires, interview guides, detailed data analyses or other types of data or material.

Guidelines for Written Reports

As already mentioned, you should always keep in mind who is being addressed in the report. Decision makers are typically less familiar with statistical details, but they wish to know how the findings relate to practice. Research jargon should be avoided, while keeping to the point, stating points clearly and not omitting any important facts or factors.

According to Churchill and Iacobucci (2009), there are four major rules to consider when writing a report:

1. The report must be *complete*, that is, it must contain all information that the reader needs to fully understand and appreciate the research. This also means that technical or ambiguous terms should be defined and illustrated. Not all readers understand terms like heteroskedasticity or Eigenvalue.
2. The report must be *accurate*. The readers will base their assessment of the entire research project's quality on the report. Consequently, the report must be well written. For example, the grammar must be correct, no slang should be used, tables must be labeled correctly, and page numbers should be included. Furthermore, objectivity is an important attribute of any report. This means that personal beliefs or feelings should influence the interpretation of the findings to the smallest possible degree.
3. The report must be *clear*. The art of writing a research report is to keep the language simple and concise. Try to use:

   - Short sentences instead of a complex sentence structure.
   - Simple and unambiguous words which are not likely to be misunderstood.
   - Concrete examples to illustrate difficult aspects of the research.
   - Active instead of passive voice to bring life to the report and to facilitate understanding.
   - Use the present tense as far as possible – avoid passive forms.

   Depending on your audience, try to present statistical data in a way that is easy to follow: for example, instead of saying "53% of the respondents are familiar with the brand," you could say "more than half of the respondents know the brand."

4. The report must be *concise*. As the report should be action-driven, the reader must immediately understand its purpose as well as its results. This means that you should not describe all the details, but should select important and interesting points. This rule also applies to the appendix, which should not be

overloaded with irrelevant material. In addition, keep in mind that the first sentences of each section are the most important ones: they should summarize the main idea you want to express in this section.

Guidelines for Oral Presentations

Most clients want a presentation in addition to the written report. This could be given during the research in the form of an interim report or at the end to explain the findings to the management. However, note that members of the client staff often present research findings to the management and not the market research company as such. Specifically, an internal market researcher or business analyst, who knows the context and business processes inside out, often delivers the presentation. Market research firms that are perceived as not familiar with the industry instantly lose their credibility when presenting to senior management. By letting the client deliver the presentation of the report, this may be avoided.

If asked to deliver an oral presentation, you should keep the principles of a written report in mind which are similar to those of oral presentations. It is especially important to identify and understand your audience and to prepare the presentation thoroughly. A disorganized presentation will have a negative impact on the managers' overall impression of the project. Similarly, a professional and interesting presentation might increase interest in the written report! Furthermore, since the oral presentation allows for interaction, interesting points can be highlighted and discussed in more detail. Conversely, if you are not well prepared for the presentation nor understand the expectations, needs, and wants of your audience, you could face an unpleasant situation. Finally, you should always keep the following golden rule in mind:

Never deliver a presentation you wouldn't want to sit through!

Structure the Oral Presentation

Be aware that an oral presentation cannot cover the same amount of information as in a written report. You must be selective and structure the presentation content clearly and logically. A good way of starting your presentation is by structuring the introduction in the classic narrative pattern of story-telling (situation → complication → question → answer) introduced earlier in the context of written reports. Limit the introduction to what the audience can accept. Nothing would be worse than triggering repudiation of what is presented right at the beginning of your oral presentation.

Next, move on to the main part of your presentation. Based on a brief description of your major findings, capture the audience's attention by presenting answers to the logical questions that arise from the project, such as "How were these results achieved?" or "How did we reach this conclusion?"

Essentially, you follow a pyramid structure: at any point you raise a question in the audience's mind that has to be answered in this pyramid's subsequently lower level. Figure 10.8 illustrates this concept using an example of a mobile phone study which found that a novel smartphone should be introduced in white.

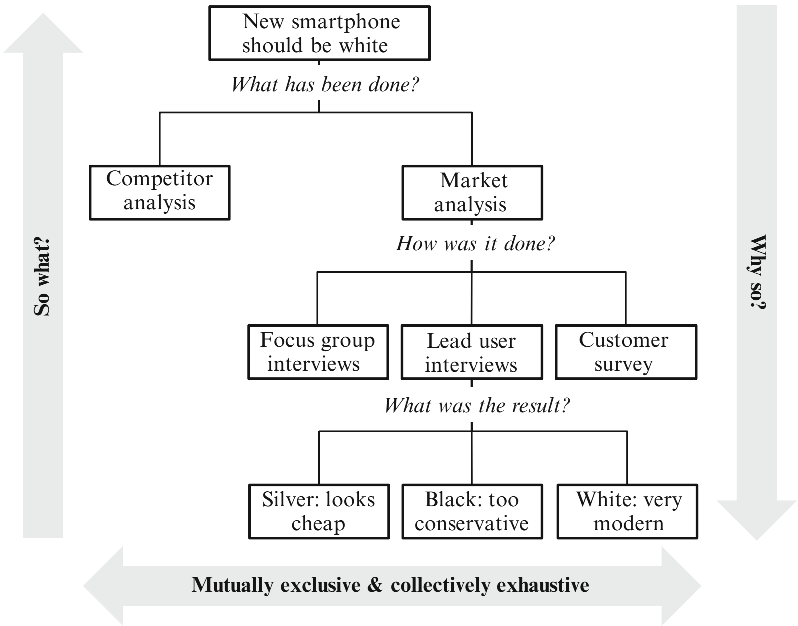

Fig. 10.8 Pyramid structure for presentations

You begin by introducing the result of the study (i.e., the smartphone should be introduced in white) and then work your way down. Begin by explaining that a comprehensive market analysis was carried out, after which you discuss the elements of the analysis (i.e., focus group interviews, lead user interviews, and a customer survey). Finally, present the results of each element in the report (e.g., that lead users perceived the black color as too conservative, silver as too cheap, while white was perceived as modern). Once at the bottom of the pyramid, it is time to pause and to provide a summary, before moving from the first key line which you have just presented to the next key line, and so on.

This process forces you to only provide the information relevant to the question under consideration. By moving from top to bottom and then bottom to top, helps you answer the questions: "Why so?" and "So what?," while being collectively exhaustive and mutually exclusive regarding the results and concepts you have presented. Ensure you never provide findings that do not lead to specific conclusions and do not offer conclusions that are not based on findings.

Ultimately, this pyramid approach helps the audience grasp the line of reasoning better.

This technique is also frequently called the *Minto principle* or *Minto pyramid*, called after its founder Barbara Minto. To learn more about this principle, we recommend Minto (2008).

Provide Visual Aids

It is useful to provide the audience with a written summary or a handout so that they do not have to note everything but can focus on the presentation. If focus group interviews were conducted, for example, you could show excerpts from the recordings to provide concrete examples in support of a finding. The saying "a picture says more than a thousand words" is also true of the oral presentation. Visual aids such as overhead transparencies, flip charts or computer slide shows (e.g., Powerpoint or Prezi at www.prezi.com) not only help emphasize important points, but also facilitate the communication of difficult ideas. We summarize some hints concerning slide shows:

- When using PowerPoint, use a simple master slide and avoid fancy animations.
- Use a sufficiently large font size (as a rule of thumb, 16pt. or higher and never less than 12pt.) so that everyone attending the presentation can read the slides.
- Do not have too much information on one slide (as a general rule, one key issue per slide). Never put a block of text on a page.
- Use simple graphs, diagrams or short sentences rather than tables.
- Use contrasting colors to emphasize specific points, but not too many.
- If you intend to use media elements in your presentation, make sure the equipment to be used supports them (e.g., that that the sound equipment is working or that your video formats are supported).
- Use a small number of slides relative to the time available for the presentation. The focus should be on the presenter and not on the slides. Having more slides than minutes available is not a good idea. Good presenters often use between 3 and 5 minutes to discuss a slide.
- Prepare colored handouts (e.g., print two slides per page) for all members of the audience.

Follow-Up

After having delivered the written report and oral presentation, two tasks remain: First, you need to help the client in implementing the findings. This includes answering questions that may arise from the written report and oral presentation, providing assistance in selecting a product, advertising agency, marketing actions etc., or incorporating information from the report into the firm's marketing information system or decision support system (see Chap. 3). This provides an opportunity for discussing further research projects. For example, you might agree on repeating the study after one year to see whether the marketing actions were effective. Second, you need to evaluate the market research project, both internally, and with the client. Only (critical) feedback can help disclosing potential problems that may have occurred and, thus, provide the necessary grounds for improving your work. Using uniform questionnaires for the evaluation of different projects helps to compare the feedback across different projects conducted simultaneously or different at points in time.

Ethics in Research Reports

Ethics is an important topic in marketing research, because research interacts with human beings at several stages (e.g., data collection and the communication of findings). There are two "problematic" relations that can ultimately lead to ethical dilemma.

First, ethical issues arise when the researcher's interests conflict with those of the participants. For instance, the researcher's interest is to gather as much information as possible from respondents but respondents often request confidentiality and privacy. Second, in addition to the legal and professional responsibilities that researchers have regarding their respondents, they also have reporting responsibilities. The Council of American Research Organizations (CASRO) sets clear guidelines in its "Code of Standards and Ethics for Survey Research":

It is the obligation of the Research Organization to insure that the findings they release are an accurate portrayal of the survey data, and careful checks on the accuracy of all figures are mandatory. (CASRO 2008, p. 16)

Similarly, the European Society for Opinion and Marketing Research (ESOMAR) has established a code which sets minimum standards of ethical conduct to be followed by all researchers:

- *Market researchers shall conform to all relevant national and international laws.*
- *Market researchers shall behave ethically and shall not do anything which might damage the reputation of market research.*
- *Market researchers shall take special care when carrying out research among children and young people.*
- *Respondents' cooperation is voluntary and must be based on adequate, and not misleading, information about the general purpose and nature of the project when their agreement to participate is being obtained and all such statements shall be honoured.*
- *The rights of respondents as private individuals shall be respected by market researchers and they shall not be harmed or adversely affected as the direct result of cooperating in a market research project.*

- *Market researchers shall never allow personal data they collect in a market research project to be used for any purpose other than market research.*
- *Market researchers shall ensure that projects and activities are designed, carried out, reported and documented accurately, transparently and objectively.*
- *Market researchers shall conform to the accepted principles of fair competition. (ESOMAR 2007, p. 4)*

In practice, though, researchers generally face an ethical dilemma. They are paid by the client and feel forced to deliver "good" results. In this sense, they might be tempted to interpret results in a way that fits the client's perspective or the client's presumed interests. For instance, researchers might ignore data because they would reveal an inconvenient truth (e.g., the client's brand has low awareness or customers do not like the product design). Similarly, if no statistically significant data could be found, researchers might try to over-interpret the findings.

Remember that researchers should never mislead the audience! For instance, it would be ethically questionable to modify the scales of a graph so that the results look more impressive, as shown in Fig. 10.1–10.4. Furthermore, researchers have a duty to treat information and research results confidentially. However, if a researcher works for various companies operating in the same industry, can using this knowledge for later research projects commissioned by another company really be avoided?

Above all, you should keep in mind that marketing research is based on trust. Thus, when writing the report, you should respect the profession's ethical standards in order to maintain this trust.

Questions

1. Why is the report such an important element of the research project?
2. What are the basic elements of any written research report?
3. Revisit the case study on Haver & Boecker in Chap. 8 and prepare an outline for a written research report.
4. Consider the following situations. Do you think they confront the market researcher with ethical issues?
   (a) The client asks the researcher to make a list of respondents available to target selling activities at these people.
   (b) The client asks the researcher not to disclose part of the research to his organization.
   (c) The client asks the researcher to present other recommendations.
   (d) The client asks the researcher to re-consider the analysis because the findings seem implausible to him/her.
   (e) The client wishes to know the name of a particular customer who was very negative about the quality of service provided.

Further Readings

Huff D (1993) How to lie with statistics. Norton & Company, New York, NY

First published in 1954, this book remains relevant as a wake-up call for people unaccustomed to the slippery world of means, correlations, and graphs. Although many of the examples used in the book are dated, the conclusions are timeless.

Durate N (2008) Slideology. The art and science of crafting great presentations. O'Reilly Media, Sebastopol, CA

In this book, the author presents a rich source for effective visual expression in presentations. It is full of practical approaches to visual story development that can be used to connect with your audience. The text provides good hints to fulfill the golden rule to never deliver a presentation you wouldn't want to sit through.

Market Research Society at http://www.mrs.org.uk/standards/guidelines.htm

Under this link you find the (ethical) guidelines of the Market Research Society. The guidelines discuss for example the ethical issues surrounding research using children or elderly as participants.

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