

# Interview

MARCH 2016



**PRESSURE  
TESTING!**

**CLIENT  
RELATIONSHIPS**

**POLLING**

**THE VALUE  
OF INSIGHT**



*Real people.  
Real insights.*

At TEG Rewards\*, we believe that the greatest value you can bring to clients is service delivered with integrity. We believe in collaborative exchange and managing expectations.

We believe in shared success, in partnership, honesty and in solid relationships.

We believe that quality is not a stamp, but is the combined result of hard work, proven processes, a deep respect for our members and delivering data you can trust.

We know it's more than just a numbers game – Contact TEG Rewards today!



Access Panels: *Australia, New Zealand  
& Bounty Rewards ( Mothers Panel )*

\*TEG Rewards (formerly known as Nine Rewards PTY LTD) manages online permission-based panels in Australia and New Zealand, connecting businesses with consumers for the purpose of market research.

**AU:** +61 2 9266 4022 | **NZ:** +64 9 336 5204 | **Web:** [www.TEGRewards.com](http://www.TEGRewards.com) | **Email:** [info@TEGRewards.com](mailto:info@TEGRewards.com)



Belated happy new year! How are you doing with those resolutions? You know the ones... eat better, drink less, exercise more, spend less, save more, better work - life balance etc.

RANZ have resolved to make 2016 the year of the client. We all probably feel pretty confident that we know what our clients want. So why does RANZ need to overtly focus on clients?

For one thing we want more clients to join the Association. Wouldn't it be great if the client community was equally well represented as providers?

Another reason is that part of the Association's role is to support members evolve their business models to meet the market and the competition.

We're consistently hearing how much the needs of clients are changing and concerns that our industry isn't responding quickly enough to those changes. Consequently our profession now competes with an ever increasing range of disciplines and providers.

So, the first few events this year have been clients presenting their perspective on the research, data analytics, design thinking and whatever else is relevant to them getting the information and insights they need.

This is AWARDS year which will provide a strong focus on clients and agencies working together.



Rob Bree  
General Manager

How can you get involved in the year of the client? Please invite your clients to more events. Encourage them to submit an article to InterVIEW.

Encourage your clients to join the Association. The member rate for clients is very affordable and will ensure your clients are linked into the research community networks and kept up to speed on what's going on.

At this year's AGM we'll vote in another 4 Board Members to replace those that are standing down. The Board would like to see at least one of those positions filled by someone from the client community.

The Board would like to wish you all a happy and prosperous 2016 and we look forward to seeing you soon.

Rob

## InterVIEW

Publisher:  
Research Association

The dedicated team which  
produced this newsletter includes:

Jeremy Todd  
Jakob Knudsen  
Anika Nafis  
Sue Cardwell  
Robyn Moore  
Rachel Prendergast  
Claire Lloyd  
Carolyn Parker

Layout and design by  
Charmaine Fuhrmann

Images are copyright to their  
owners and should not be  
copied without permission

Copyright (c) Stock.XCHNG Photos,  
123RF Stock Photos, RA.

InterVIEW is published four  
times a year by an enthusiastic  
sub-committee of the Research  
Association committee.  
The views expressed are not those  
of the Research Association.

We welcome your input and your  
requests for advertising space.

Visit us:  
[www.researchassociation.org.nz](http://www.researchassociation.org.nz)



# SPOILER ALERT



*The pressure is on! The research industry is changing, but we know what it takes to keep up...*

Do you argue with your clients? Spencer Willis dares you to pick a fight with a client in his thought provoking piece **Pg 06**

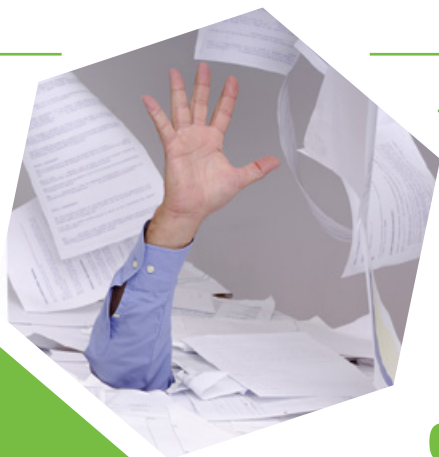
In light of recent UK polling, are our political polls still accurate? Dr Andrew Robertson predicts how polling could adapt **Pg 08**

So much data; so much of it being lauded as insight. So much that we're losing sight of what insight is. Jeremy Todd shares his thoughts on rebuilding the value of insight **Pg 10**

Did you miss out on the first professional development event of the year? Check out Jonathan Symons key points for research **Pg 15**

Drone racing is now a sport and you can get an app to ease your heartbreak. Learn what else is trending with Sue Cardwell **Pg 16**





**03** WORD FROM THE BOARD

**04** SPOILERS

**06** YOU DON'T HAVE TO BE FRIENDS WITH YOUR CLIENTS

**08** THE FUTURE OF POLLING

**10** DROWNING IN DATA? THROW THEM AN INSIGHT

**13** THE FUTURE OF EVERYTHING  
REVIEW

**15** TURNING DATA INTO BUSINESS  
STRATEGY

**16** 5 TRENDS FOR MARKET  
RESEARCH

**17** SAVE THE DATE



WHAT'S INSIDE?

# You don't have to be friends with

**A**ccording to my wife the older I'm getting, the grumpier I'm becoming. A colleague recently referred to it as GOMS, grumpy old man syndrome. I don't buy it, personally I see this as growing up and being more comfortable dealing with things in a more honest fashion rather than worrying about what people think of me, as well as feeling more and more uncomfortable with, well, one can only use one word in this context, the bullshit.

In my role as a researcher for an agency I've found this apparent GOMS effect has proved to have a rather productive impact and one that makes me love my job even more.

Let me explain...

I started in research working at a small agency and fought for every morsel of work we could find. We discounted, we said yes to ad agencies when they said 'you can't tell the client the ad has problems, say it's polarising'. I'm not saying we lied, no. But I will confess to not telling the kind truth, and it's that I want to address because as a small agency trying to put food on the table we were both naïve and literally quite hungry. However in subsequent and more fortunate years of working in big agencies and seeing other big agency presentations, I still see the lack of kind truths being put out there.

Why are researchers frightened to stand up to clients and ad agency partners, back their work, tell the kind truths and have the necessary fight?

I'm lucky enough to work with a client who I regularly argue with. It's awesome. Not because I'm an argumentative git (cough!) but because after every challenge, after every printed slide with huge scribbles of red pen, is a better piece of research.

Over to Vanessa, Head of Insights at Xero and wielder of the red pen...

“*I love working alongside the insights process because I love to learn. I usually have an idea in my head of how the world around me works, from either previous insights, experience, culture, you name it. However, when I am proven wrong about my preconceived ideas, that's when I get really excited because it means I have learned something new.*

*However before you go through the 'Aha!' moment you have to go through the learning and change process, challenging others around you and yourself, and you can only do that by asking loads of questions to ensure you truly understand. It's a conversation.*

*You need to have this exchange in order to be an advocate of the customer and replicate this exchange with your internal customers who will also need to 'learn' something new so that they change the way they do things for the better. This is the true value of the insights process - to enable learning and change. Everyone knows change is not easy, but it is worth it - if you are doing it for the right reasons.*”

# With your client - in fact don't be!


The epiphany this grumpy old man had was, clients' value good work more than they value a relationship. Sure, having a good relationship with someone helps, but it's the impact they pay for. If you can do both then every day is a great day but that's not always going to be the case. I'd rather be kicked out for telling it how we see it based on the research, than stand there and get a round of applause for telling everyone what they wanted to hear because I 'softened the results'.

Back to Vanessa...

“ I think I have to disagree with Spencer here... you need both. The vehicle is as important as the passengers in the change journey. What I mean is that you need a safe environment, a non-judgemental environment that fosters

*learning. Building a good rapport (relationship) is key to engender this feeling of safety (an “among friends” feeling - a collaborative feeling if we want to call it that) so that others will let you in to open their minds to admitting (sometimes to themselves) that they didn't have all the answers or that they were wrong. ”*

I've said it many times but I love this profession and I love it a bit more now I am a grumpy old man and I'm not afraid to lose a client because they don't like the results, and believe me I've been kicked off accounts before but that's OK. Chasing briefs, negotiating contracts, missing out on family because of field work, building teams - all of it is worth it when you work alongside a client instead of working for or beneath them.

A portrait of Spencer Willis, a middle-aged man with a receding hairline, smiling broadly. He is wearing a dark blue V-neck sweater over a light-colored collared shirt. The background is a solid dark grey.

I dare you, pick a fight with a client for the right reason and I bet you'll both be better off!

Spencer Willis  
National Qualitative Director, Colmar  
Brunton



Spencer Willis





# THE FUTURE OF POLLING IN NEW ZEALAND

Dr Andrew Robertson

(Andrew is a leading, Wellington based pollster and the author of Grumpollie blog.)

Polling is a small part of what we do as an industry, but as the most publically facing part it's important our polls are considered robust measures of voter sentiment. The recent failing of UK polls has brought New Zealand polling under even closer scrutiny. Although polling in New Zealand has stacked up fairly well over recent elections, changes to technology and the way we communicate mean that eventually, approaches will need to change.

## Telephone polling still works, for now

For the time being, telephone polling still works. At the last Census 85.5% of households reported having a landline telephone. Although landline ownership will have declined further since then, pollsters have so far had some success at tweaking their approaches or making other adjustments to reduce the impact of non-coverage (and/or non-response). Landline non-coverage and non-response have not yet reached a critical level, but they probably will. So what's next?

## What about more cell phone polling?

Calling cell phones as well as landlines can help to reduce non-coverage error, but due to the number of New Zealanders with both a cell and landline it can be extremely inefficient at doing so. Also, while calling cell phones may reduce one



source of error, it could introduce others. For example, generating a representative sample of random cell numbers is made difficult by a lack of accurate data on the structure of the New Zealand cell number system. If your random numbers aren't representative to start with, your sample of voters won't be either.

### What about more online polling?

Online polling is carried out overseas with varying levels of success. In New Zealand though, I have my doubts that online panels can deliver better estimates than landline polls. We all know online panels suffer from various socio-economic and demographic skews. Pollsters could probably make up for these by setting careful quotas, but given the size of New Zealand panels and high polling frequencies, we'd be going back to some groups of people repeatedly, and in doing so could alter their interest in politics (making them different from similar New Zealanders who are not on the panel).

However the bigger problem with online panels for political polls is a combination of the high frequency of polling and being at the mercy of other projects being carried out using that panel at the same time. If you're polling during a period of particularly high panel demand, your poll sample that month could well end up being skewed toward people who, say, don't eat breakfast cereal or aren't responsible for household shopping. This would ultimately lead to

increased volatility of your party support estimates, and your changes between polls could appear odd and unreliable.

### So what's the way forward?

In my view the most promising avenue for forecasting elections lies in data analytics. This means stepping away from tried and true research approaches. It means instead of spending time and money on collecting data and generating representative samples, we spend it on adjusting and modelling unrepresentative data. As an industry we've been highly critical of self-selecting polls in the past, but there's compelling evidence they can be useful, given the right combination of data and analytics skill. For example, a recent study published in the International Journal of Forecasting showed it was possible to forecast 2012 US election results using extremely large samples of highly unrepresentative data from opt-in polls taken over the Xbox gaming platform.

Evidence in New Zealand suggests conventional polling approaches still work, but the range and quantity of data we can access is increasing all the time. This change presents enormous opportunities to our industry, but it may mean reviewing old assumptions and learning new skills.


**Andrew Robertson, Group Account Director, conducted the ONE News Colmar Brunton Poll since 2012.**

 Andrew Robertson



# Drowning in data, throw them an insight!

Jeremy Todd  
Senior Consultant, Glasshouse Consulting

 Jeremy Todd

We can all name organisations, large and small, who claim to “put the customer first”, “deliver unique customer experiences”, “place the customer at the forefront of product and service design”. So this should be the golden age for the insights industry and its experienced experts, right? So why is it increasingly hard to convince organisations to invest in true insight generation? And what exactly is insight in 2016?

It is easy to make a case that insight is being slowly devalued, and increasingly misunderstood and misrepresented. Consequently the perceived value and input of insights experts and client side insight teams becomes downgraded and even marginalised, replaced by data and basic reporting.

Our personal and professional lives are now drowning in data, and perhaps due to its sheer volume, this data is often masqueraded as insight. Look no further than the Insights tab on one of our major publisher sites. Similarly infographics are held up as insight – they can be clever, but are rarely simple and usually just summarise data.

And it seems that more and more organisations are happy with these basic outputs. But this is not insight, it is just data. It's data that should be used to generate and reinforce insight. Insight shows what the data means for an organisation's business issue.

Rival industries are cutting the insight industry's lunch, and attempting to generate insight. Big data analytics and social media mining are examples. Of course both have value but they are limited on their own. Big data cannot tell you anything about the how's and why's of consumer decision-making or perceptions. It often cannot tell you about competitor customers. Therefore it cannot be a good stand-alone source of insight.

In his well-received talk to RANZ members, Jonathan Symons from TVNZ argued that insight comes partly from

drawing threads together from multiple sources. It also comes from experience in life and from working extensively in a category. Insight comes from blending wisdom and general knowledge with good data and good consumer understanding. Generating good insight means picking the eyes out of a large dataset. It means only telling clients what they need to know to grow their business, inform a business decision, or solve a business issue. Insight comes from contemplation and creativity.

So apart from the volume of data, what else is devaluing insight?

Time is one driver. Everyone is busy. There is less and less time in both client and agency organisations to think about implications, generate insight, and create those fabled 'Aha moments'. Too often time dictates the immediate delivery of data and basic results, which of course then gets called insight.

Another driver is the restructuring and downgrading of insights roles at client organisations – we see it all the time don't we. A colleague at a blue chip organisation told me recently that the loss of their senior insight roles had resulted in

their team transforming into the charting department for the rest of the organisation.

Some organisations seem to believe that by investing in a customer panel and big data analytics they have established their customer insights credentials. Some then skimp on the resource and expertise to actually generate insight.

So what is insight? Of course there's no one answer – it depends on the business issue. However here's an example.

We were recently asked to segment a well-known brand's market, identify the best opportunities for growth and define the optimal product and marketing mix to influence those target markets. This is now a cornerstone of their growth strategy. But along the way we applied our collective knowledge of how consumers make decisions in that market. We identified an easy win; one that would give the client a competitive advantage and overcome a key barrier. It gave them a head start in changing consumer perceptions and behaviour while they developed and implemented a new strategy. This insight was backed up by data, but it was divined by our experience and our desire to offer something fresh and unique – something that wasn't obvious in the results.





---

## DROWNING IN DATA

---

So what is insight? As a starter, it could be characterised by:

- Using data and qualitative findings as evidence, not the end result
- Providing a fresh perspective and point of view
- Being cohesive and synergising multiple data sources
- Targeting the means for business growth
- Being succinct – is there really more than 3-5 true insights in a study?
- Being wise, unique and priceless
- Being actionable and relevant to the issue
- Demonstrating return on investment
- Inspiring talk within an organisation

So how do we make this the golden age of insight? We must challenge ourselves to deliver true insight and our clients to not be satisfied with data. We must always ask... what can I deliver right now that is not obvious in these results, that analytics can't deliver, that can't be answered by some quick questions of a panel?

What can I see that will grow this business that the client doesn't know? We must repeatedly prove the value of investing the time, budget and experience required for generating insight. Then, maybe then, organisations will increase their investment in experience and wisdom. It is crucial, because right now, too many organisations don't know what they are missing.

---

### Book INK for your next Wellington Focus Group



INK Research Rooms is a serviced facility designed by researchers for researchers. Located in the hub of Wellington, New Zealand, INK is fully equipped and supported. Focus on your project and we will take care of the rest. We have hosted 100s of focus groups and interviews.

**Our place is your place.**

Walk in, feel welcome and at home.  
We adapt to your style.

**Smooth and hassle-free.**

We expect the unexpected and work hard to make sure your project runs smoothly.

**State of the art viewing.**

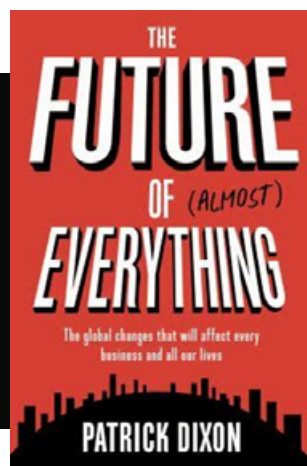
Watch from the viewing room or anywhere in the world through live streaming and see the story unfold.



Level 3, Technology One House, 86 Victoria St, Wellington  
+64 4 473 3883 / [office@litmus.co.nz](mailto:office@litmus.co.nz) / [www.inkresearchrooms.co.nz](http://www.inkresearchrooms.co.nz)

Litmus is the architect of the INK Research Rooms. For over a decade, Litmus has been working with government, business, the not-for-profit sector and their partners providing expert research, evaluation and strategy throughout New Zealand and Asia Pacific.





## The Future of Almost Everything: The Global Changes that Will Affect Every Business and Everyone's Lives

Patrick Dixon  
Published: 2015 (eISBN 978 1 78283 181 5)

Review by Nadine Bower, Director, NeedScope International

As Researchers we are very confident when discussing the past and present, and we contribute sensibly to debates around the short term future. But if you are anything like me, long-range forecasting, 20-30 years out, is something well beyond your comfort zone.

Dr. Patrick Dixon has none of these reservations. Founder of Global Change Ltd, a growth strategy and forecasting company, Dixon ranks in the Thinkers50 list of the world's most influential management thinkers. A prolific author with 16 books to his name, *The Future of Almost Everything*, is his latest book (2015), and as the title suggests, is full of hundreds of predictions across a range of areas.

Naturally curious I embarked on his book and found it an enjoyable and absorbing read. His topics are wide ranging; politics, technology, healthcare and social change to name a few. While he discusses global trends he manages to personalise his themes and make them relevant to the individual. For me he provoked thought: as a researcher, businesswoman, tax payer, daughter, traveller and member of the world's community.

Dixon has the ability to draw you in and connect you to his aspirational world view, empowering you to take off your rose coloured glasses and really look at the world.

The structure of the book is around his 'Six Faces of the Future'. Using the analogy of the faces on

a cube, he explains that you cannot view them all at once. Some are related, while others are opposites, together they spell the word 'FUTURE' (Fast, Urban, Tribal, Universal, Radical, and Ethical).

Dixon argues that there are two dominant views of the world; the first is Fast, Urban, Universal (how most of us think about the world). The opposite view, which we seldom consider, Radical, Ethical and Tribal is often held by activists and extremists. Discussing the tension between the two opposing views is the focus of the second half of his book. Cyber-war and terrorism are not my favourite subjects so I found these chapters interesting but less enjoyable.

I do a lot of international work and found Fast, Urban and Universal the most compelling chapters. Highlights include the social and economic changes in Africa and Asia, the projected demise of the banking industry, and the impact of longer life expectancy. I wonder how much he has right, only time will tell.

I'll leave you with how, in his introduction Dixon discusses our industry. His point of view is that market research cannot tell you the future, but is an important tool for understanding how people feel. His advice to us, "Listen carefully to what [customers] say, and sort out any problems they see. But don't believe them when it comes to the future. Study customers well, and then imagine how they may change, in a world far beyond their horizons."

# How effective is your media?

Access performance metrics around ad effectiveness and brand lift across multiple platforms with ADimension® from Research Now. View your data online - when you need it most - to optimise campaigns and maximise performance.

Discover what drives decisions. **ADimension®**.



T (09) 486 5740  
E [infoNZ@researchnow.com](mailto:infoNZ@researchnow.com)  
W [ResearchNow.com](http://ResearchNow.com)

© 2015 Research Now Group, Inc. All rights reserved.

**research  
now**





## Turning data into business strategy

Jonathan Symons, GM of Data and Insights at TVNZ, was the speaker at the first RANZ Professional Development event on 10th February. Jonathan has long experience on both sides of the agency/client equation as researcher, analyst, insights manager and chief marketing manager. This makes him particularly qualified to comment on how the two should work together for the very best outcomes.

For those who missed out on this opportunity to hear Jonathan's thoughts, these were my key out-takes...

It's quite basic really. Ask the right questions up front, keep it simple, and make it snappy!

You might need to remind the marketing team that they are not just like their target customers or consumers. They might be surprised at how differently these people view the world and their products to themselves.

There are three key things a research agency should make it their business to know when they work with a client:

1. What universe their product or service lives in - shape, size, value, usage.
2. How their product or service stacks up against the competitors in that universe.
3. What the distribution channels are.

If you are charged with designing a research programme then create a clear structure for it, chunk it into easily understandable bits, and generate hypotheses in advance; then hone in on the right people to achieve the outcomes that will support business growth.

*FOCUS ON THE BUSINESS MODEL*  
*FOLLOW THE MONEY (SEGMENTATION)*  
*PROVE YOUR PRODUCT*  
*WHAT IS YOUR "UNIVERSE"?*  
*WHAT IS YOUR STORY? CONTEXT IS EVERYTHING*  
*WHO/WHAT ARE YOUR LEADING INDICATORS?*  
*WHAT IS YOUR BEST TIME-SERIES DATA?*  
*CONSTANT FOCUS ON "WE'RE NOT NORMAL"*

Oh and make it fast! Clients need to make decisions quickly, so agility and flexibility are vital in any approach.

Do clients necessarily always want or need big in-depth studies to tell them what they need to know? Not necessarily, sometimes a few well shot vox pops with the right consumers will do it - bringing the end users into the boardroom unmediated can have a greater impact on decision makers. Or more frequently it might be using data from multiple sources and linking it together to provide the killer insight.

It's vital to ask the right questions of your client up front so you can answer their burning question.

Whatever it is be sure to tell the story first, then present the evidence later. Don't keep the team in suspense - they just want the answer.

This event was a great start to the year. Seeing someone of Jonathan's calibre pass on his learnings, and seeing such a good turnout of members is a great start to what promises to be an instructive and essential series of events.

Jonathan Symons

Vanessa Clark



Learn, grow, share.

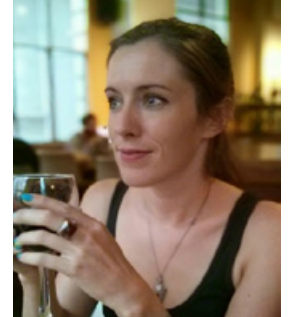
**PROFESSIONAL  
DEVELOPMENT**



**RESEARCH  
ASSOCIATION**  
NEW ZEALAND

# 5 trends for market research

Coming from a background in marketing and market research, Sue Cardwell now looks after customer data and insight at Fidelity Life Assurance Limited. "5 trends" is her regular contribution to InterVIEW. Sue helped relaunch InterVIEW in 2011, but is now happy to have handed the magazine on to fresh talent. She loves to hear your comments - tell her what you think with a tweet.



By Sue Cardwell

[in](#) Sue Cardwell

[t](#) @tuesdaysue

## Surge pricing for parking

Uber trained us to think like a trader: when demand is high, prices go up. What if surge pricing hit other aspects of our lives, like parking? Cities are experimenting with just that.

Think happy hour for cars: [CLICK HERE](#)

01

>TWEET THIS

## Breakups

There's an app for that: the tech to ease your heartbreak has arrived. If you simply can't bear to be reminded of he or shewhoshallnotbenamed, don't let Facebook inadvertently show you the bliss you were in 1, 2 or ten years ago today. Here are some tools to help you (and Facebook) forget, without hitting the bottle: [CLICK HERE](#)

02

>TWEET THIS

## Food waste

We've heard about going back to the Stone Age for superfoods, but the latest trend is more futuristic lab than Aztec tradition. If you're a greenie, you'll love it: Low calorie flour from apple waste. What's even better?

It's invented right here in the Godzone. [CLICK HERE](#)

03

>TWEET THIS

## When clothes become wearables

We're getting used to the idea of wearables on our wrist, but it won't be long before there is tech in every stitch if these new products are anything to go by. Imagine a bra that cools you down when you overheat, or shorts that tell you how to improve your running stride? No need to imagine, they are here!

[CLICK HERE](#)

04

>TWEET THIS

## Drone racing

ESPN calls it "Twitch meets Formula 1". Drone racing is now a legitimate sport with it's own league! And if you like either Twitch or Formula 1, you'll feel a shiver of excitement when you see these videos. Will drone pilots be the next sports heroes, as CNBC declares? You decide... [CLICK HERE](#)

05

>TWEET THIS



## PROFESSIONAL DEVELOPMENT 2016

Our next event is designed to guide budding entrants into the Research Association Effectiveness Awards (RAEA's) - our bi-annual event for effective research, insights & data.

- **Awards Entry Workshop, on Wednesday 13th April 6pm - Five Knots, Tamaki Yacht Club**

More details for this session is to come, but previous entrants have said that they found this session invaluable.

## AWARDS

We are excited to be welcoming back the Market Research Effectiveness Awards. Pick your most effective projects and get them ready to rumble!

Details about categories and submissions will be out early in the new year, but for now please save the date of our Awards night:

**2nd September 2016 at the Hilton in Auckland.**

In 2014 we had the highest number of submissions to date, so let's make 2016 even bigger and celebrate the successes of our industry. [REGISTER HERE](#)

WHAT	WHERE	WHEN	WHO
Awards Entry Workshop	Auckland	13 April 2016	<a href="#"><u>REGISTER HERE</u></a>
FUSE 2016	Miami	4-6 April 2016	<a href="#"><u>CLICK HERE</u></a>
Front end innovation	Boston	10 - 12 May 2016	<a href="#"><u>CLICK HERE</u></a>
MRA Insights & Strategies Conference	New Orleans (USA)	18 - 20 May 2016	<a href="#"><u>CLICK HERE</u></a>
InsighTech Conference	California (USA)	May 2016	<a href="#"><u>CLICK HERE</u></a>
Insight Innovation eXchange	Atlanta (USA)	13 - 15 June 2016	<a href="#"><u>CLICK HERE</u></a>





# RAEAWARDS

for effective research, data and insights

**Save the date for  
2016 Research Association Effectiveness Awards**

**Friday,  
2nd September 2016**

FOR MORE INFORMATION VISIT OUR [WEBSITE](http://researchassociation.org.nz)



**02 SEPTEMBER 2016  
HILTON HOTEL  
AUCKLAND**

CONTACT: Claire Lloyd  
[secretary@researchassociation.org.nz](mailto:secretary@researchassociation.org.nz)

