

Partnership to support Japanese research industry

QSR International has partnered with Japanese firm Hulinks to deliver the world's first qualitative research software programs in Japanese.

NVivo 7 and XSight will be translated into Japanese later this year, making them the first programs of their kind to be localized for an Asian country.

"While our software products have always been able to work with data in virtually all languages, for the first time Japanese researchers will be able to analyze their information using a customizable Japanese interface," said QSR CEO John Owen.

"With getting started guides and online help to be offered in Japanese too, non-English speaking Japanese researchers will be able to quickly learn to use our software," he said.

Tokyo based Hulinks will provide training and front line technical support to QSR's Japanese users. Mr Owen said the partnership would support Japan's growing research industry.

"For those using our software to manage global projects, it means they can work in their own language but use the same methodology and process as their overseas colleagues. Researchers will also be able to open each other's projects regardless of whether they're working in English or Japanese versions of our software.

"The move has the potential to significantly impact the way qualitative research is managed in a range of Japanese industries, from education and health, to market research and tourism," said Mr Owen.



QSR International CEO, John Owen and Hulinks Inc President and CEO, Haruo Takizawa, in Tokyo.

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Message from the CEO

A new year with new achievements, from John Owen, CEO, QSR International

Welcome to the 31st edition of NSight. As we come to the end of only the first quarter of 2007, we're already pleased to report on a number of exciting opportunities and outcomes for QSR. As you'll read in our cover story, we're delighted to announce a new partnership which will deliver the world's first qualitative research software programs in Japanese. Japan has more than 700 universities and a commercial market research industry worth more than US\$1.1 billion (approximately JPY ¥130.2 billion) a year*. Our partnership with Hulinks will support this growing industry and expose it to emerging technologies in qualitative data analysis.

On another note, we recently renewed our Gold Partnership with Microsoft. We are proud to maintain our status as the only developer in the industry with this certification, which continues to ensure we'll have advance access to emerging Microsoft technologies.

The momentum of our two most recent software releases also continues to build and we're observing a growing interest in our products from the commercial sector. XSight 2 was recently reviewed for the first time in the newsletter for the Market Research Society of New Zealand (MRSNZ). The reviewer, Duncan Stuart from Kudos Dynamics, referred to XSight as "a total qualitative support tool", and claimed that it would "save heaps of time on any project and consequently allow you to lift the quality of your outputs."

In addition, we recently held a successful XSight training session in Melbourne attended by some of Australia's top market research firms. And due to unprecedented demand following last year's series of NVivo 7 demonstrations in the UK, we will be hosting another series in the UK next month. We're also preparing for a number of appearances at major research events worldwide. For further details about upcoming QSR events and conference appearances turn to page eight.

Please read on to find out what's new at QSR and what's happening in the world of research.

Best wishes,



John Owen
CEO, QSR International

* Source: 2005 ESOMAR Asia Pacific Conference, Tokyo.



Microsoft®
GOLD CERTIFIED
Partner

Announcing QSR's New Website



**Free resources
for qualitative
researchers,
innovative tools
to help you get
the most out of**

**your software and more product
information than ever before.**

**These are just some of the
exciting features you can expect
to see when QSR launches its
new website in mid 2007.**

Our website has always been critical to our delivery of software support and services to our customers. More recently, it has reflected the tremendous growth of the Internet as a tool for information - in fact, in the past 18 months, the number of visitors to our website has increased by over 70%.

It's important however, that we continue to anticipate and meet the needs of our users into the future, which is why we've been working hard to develop a new website. It not only expresses the unique QSR personality – but also applies strong functional design principles and follows international accessibility guidelines. It delivers more information than ever before, yet is easier to navigate and use.

Without giving too much away, we can reveal that the website will enable users to:

- Read about company and product information in non-English languages
- Find information easily using state-of-the-art search tools
- Shop online with a new facility that now accepts more currencies than ever before and also allows you to generate your own printed quotes
- Browse the widest ever range of support resources

It's not just a case of out with the old and in with the new however. We're also keeping most of the information and resources you've enjoyed in the past – but now they'll be even easier to find, more interactive and up-to-date.

With the launch date approaching, we'd like to take this opportunity to thank our customers for their input into the new site. We've received an unprecedented amount of valuable feedback.

*Look out for the special
edition of this newsletter
we'll be producing to
celebrate the new
website launch.*

*You'll still be able to access
the new website at our
current address
www.qsrinternational.com*



XSight Maps: Painting the big picture

Whiteboards, flipcharts and mapping software have been the staple mediums for market researchers wanting to organize their thoughts, document themes or record ideas.

Now XSight offers a powerful new way for researchers to visually capture and arrange information and ideas with 'maps'. The new tool was developed in response to feedback from commercial researchers – while you felt that XSight offered sophisticated functionality for organizing and analyzing information at a detailed level, you also suggested that we provide more tools to help draw your information together into an overall picture.

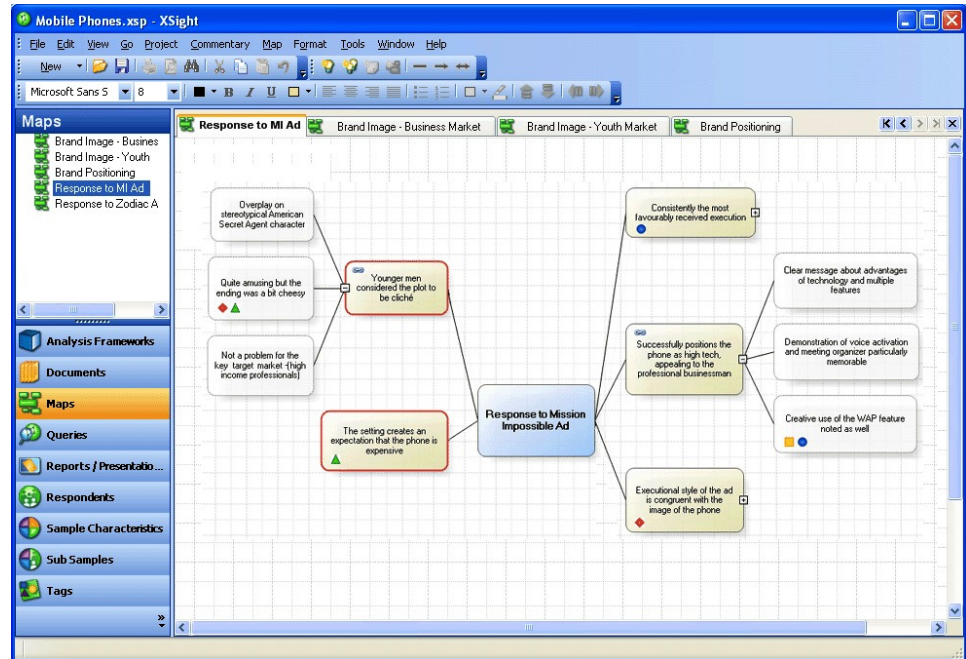
XSight 'maps' are the first in the world that can be underpinned with live links to quotes, analysis frameworks, queries and other information in your project.

Create and customize your maps

Just like a virtual whiteboard, 'maps' provide a blank canvas where you can organize your ideas and represent the connections between them visually. You choose how to display your ideas – as a diagram or a collapsible outline view. Got lots of ideas? XSight lets you create multiple maps in one project and hide them when they're not in use.

Room to move

Because research is often about different perspectives, you can build your ideas in any direction and in any number of layers. The flexibility of maps allows you to express your ideas in as many words as you need. See a finding you want to revisit later or have an idea you want to discuss with your client? XSight lets you 'tag' information in maps as well as the rest of your data.



Zoom in and out of the detail

Tracking an emerging theme or working on a theory? For the first time, maps let you link supporting information from your research project to your ideas. Queries, analysis frameworks, commentaries, reports, quotes, respondents and other documents can all be 'dragged and dropped' into your ideas. You can also link maps to each other. These live links allow you to instantly drill-down into specific detail while you're working on the big picture.

Bring your analysis to life

More than a tool to record and refine your thoughts, maps can help you to create a meaningful story for your client. Because you can create and edit maps at any stage of the research process, they can demonstrate the evolution of your project – from brainstorming themes for a discussion guide to consolidating and presenting your findings. You can even

customize the look of your maps with a range of colors and fonts and export them into presentations and reports.

For more detailed instructions on using maps, access the Online Help and animated tutorials contained within your XSight 2 software.

Our XSight tutorials offer step-by-step animated demonstrations that give you a basic understanding of the software's features and how to use them. There are now five tutorials for our newest version of XSight:

- Introducing XSight
- Map your ideas
- Analysis frameworks
- Work with queries
- Reports and presentations

Visit the XSight section on the QSR website to view these tutorials for free.

WOW.

You've heard about Vista, but what does this mean for qualitative research?

The computing experience for PC users is undergoing a major change, with the release of a new operating system from Microsoft called Windows Vista. What is it and what does it mean for the qualitative researcher?

Launched in January 2007, Windows Vista, like any operating system, enables your computer hardware to talk to and run your computer software. There are five editions of Windows Vista – see the breakout box on the following page and refer to the Microsoft website to find the one that's right for you.

What's new in Windows Vista for the qualie?

As software developers, we're naturally curious about Vista and what implications it might have for our users. While Microsoft is promoting a whole host of new features (see the breakout box on this page), we wanted to highlight a few that had the potential to impact your research.

The new look

The most striking difference is how Windows Vista looks. The user interface is significantly different to previous versions of Microsoft Windows. It has features like Windows Flip 3D to make handling

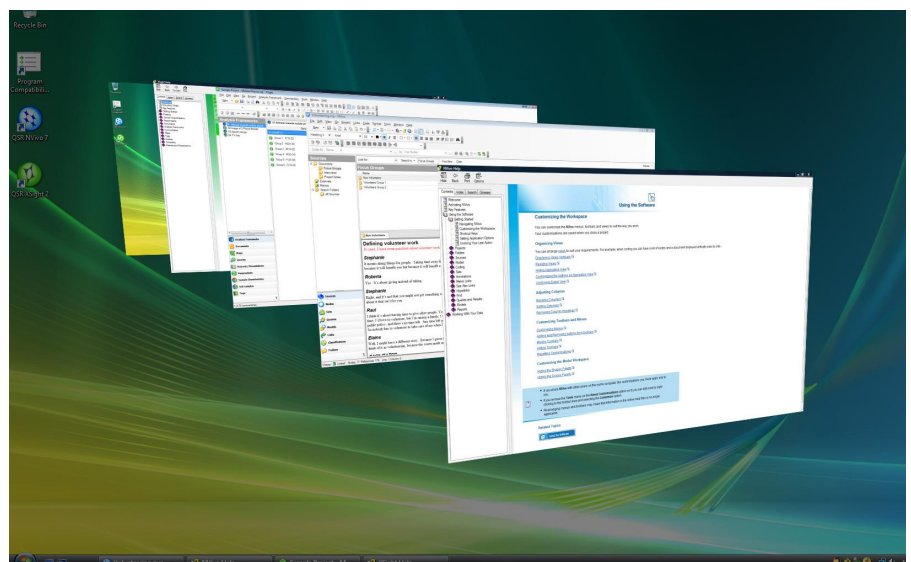
multiple windows easier. This function could be especially useful for those NVivo 7 users who like to work with undocked windows. Vista allows you to visually flip through each window in a three dimensional view and switch between them easily.

Searching from anywhere

Instant Search enables you to search for a file, a property, or even text contained within a file from almost anywhere in your computer. This feature recognizes the context of the search, so it intuitively prioritizes the results based on your current activity. Working in PowerPoint and want to reuse content from an earlier presentation? Instant search will know to return the PowerPoint files with the closest matching searches as the highest priority.

Windows Vista Feature List

- Recovery of deleted files
- Automatic issue detection and correction
- Easy file transfer
- Enhanced file storage and access
- Greater digital entertainment support
- Layered security
- Spyware removal tools
- Windows Aero user interface



Windows Vista screen shot showing several windows open within our NVivo 7 and XSight software.

Conduct your own research on Vista

Want to know what other users think of Vista? The Internet offers plenty of discussion. As a starting point, you can find out about likes, dislikes, support and advice from other users on the following sites:

- www.winvistaforums.com
- www.thevistaforums.com
- www.tek-tips.com (<http://www.tek-tips.com/threadminder.cfm?pid=1583>)
- <http://www.computerhope.com/os.htm>

Live icons

When you look for a file with Windows Explorer, the actual contents of every file can be displayed 'live' as a thumbnail image. We've found that this makes it very easy to quickly identify the item you're looking for, as you can preview a file without opening it. For those working with large amounts of information, this feature could take the headache out of recalling file names.

This could also be useful if you're working within NVivo 7 or XSight, and searching for a document to import. Use the thumbnail images to preview your files before importing them.

Managing multiple web pages

There are a range of features for managing and working with multiple website pages open simultaneously. A handy feature for any web-based research is the ability to group related website addresses together by category. For example, a series of websites on indigenous healthcare services can be grouped together and then opened at a later date with a single click.

A new level of protection

Vista also claims to give you more control over the security of your computer. Executing tasks such as scanning, blocking, and removing unwanted software is also easier. This may give you more confidence that your confidential respondent data and other project items cannot be easily compromised.

While Vista does contain some innovative new features, it won't suit everyone. There's a huge amount of debate about the pros and cons of the software - see the breakout box at the top of this page for a list of useful sites that will help you to investigate further.



Windows Vista Editions

There are five editions of Windows Vista. Visit www.microsoft.com for a detailed description of each package.

- **Windows Home Basic** is intended for users who don't need all the advanced media support for home use.
- **Windows Home Premium** incorporates all the features of Home Basic plus support for more advanced functionality such as movie making and extra entertainment features.
- **Windows Vista Business** contains most of the Home Premium features and also includes fax support, file system encryption, and system image backup and recovery, amongst others.
- **Windows Vista Enterprise** edition builds on functionality offered in the Business Edition and offers support for complex IT infrastructures.
- **Windows Vista Ultimate** is all the other editions wrapped into one.

QSR software and Vista

QSR's latest products NVivo 7 and XSight 2 have both passed the requirements for Microsoft's **Works with Windows Vista** program. That means that both products now work with Vista - go to the QSR website at www.qsrinternational.com for further information.



Econnect and NVivo leading the way in communication best practice

While many communication and public relations firms can struggle to convince their clients to fund formal research and evaluation, Australia's Econnect Communication has made it the backbone of their science and environment communication practice.

Econnect Consultant Dr Michelle Riedlinger said the agency has developed a seven-step approach to developing its clients' communication programs and evaluating their communication efforts, which uses NVivo 7.

"I think communication practitioners would agree that it is hard - particularly in tight times - to source funds for evaluating communication activities," she said.

"While program development and communication evaluation can be challenging processes, they are critical, especially when working with science or government clients, whose programs are often designed to elicit change."

"Research and evaluation must be transparent, robust and most importantly, ongoing. That's where we've found NVivo invaluable."

Dr Riedlinger used NVivo 7 in a recent review of the use and application of the Murray-Darling Basin Commission's (MDBC) Communication Strategy. The strategy was originally developed by Econnect in 1999 following widespread community consultation.

Econnect Communication used interviews, focus groups and web surveys to connect with 76 MDBC staff and 332 external representatives late last year. Dr Riedlinger then used NVivo 7 to compare the new information with the baseline data and measure MDBC's performance in information transfer and exchange, networking and involvement.

"NVivo let us work with both sets of data in the one project. We were able to drill down into that information to compare and contrast the feedback from not just broad sectors such as landholders or government agencies, but very specific audiences," she said.

"The fine level of detail NVivo allows for is fantastic and the relationships function helps to uncover connections between stakeholders and communication processes that aren't obvious at first glance."

Dr Riedlinger said NVivo 7's support of live data was also crucial in the early stages of the project.

"Our interviewees were able to modify or add to their data, which was immediately reflected in the analysis."

However Dr Riedlinger said the real art of NVivo was in the querying.

"NVivo lets you go back and interrogate the data again and again. You can really get to the heart of why some communication activities work or fail. You'd never be able to do that using a spreadsheet and your head – you'd lose a lot of that insight."

For more information about Michelle Riedlinger or Econnect visit:
www.econnect.com.au

econnect
communication



Conferences and Events

QSR will be appearing at the following conferences in early 2007:

AERA 2007

9 - 13 April, 2007,
Chicago, USA

CAQDAS 2007

18 - 20 April, 2007,
London, UK

QI2007 (Congress of Qualitative Inquiry)

3 - 5 May, 2007,
Illinois, USA

Third Teaching Qualitative Methods Conference

11 - 15 May, 2007,
Wisconsin, USA

See the QSR Forum Calender
<http://forums.qsrinternational.com/>
for the most up to date information on
events and workshops.



From industry conferences to product demonstrations, QSR will be appearing at a number of events around the world in the first half of 2007.

Wisconsin - Building better educational infrastructure

The Third Teaching Qualitative Methods Conference is being held from the 11 to 15 May, 2007. Co-hosted by Beth Graue and Chris Thorn of the Wisconsin Centre for Education Research, this year's event theme is 'Building the Infrastructure for Quality Graduate Education'.

A variety of topics will be presented on the establishment, structure and resourcing of a quality education infrastructure for graduates. A series of workshops and practical training will also be held from 12 to 15 May - which includes training and demonstrations in both NVivo 7 and XSight software. For further details about the event and how to register visit:

www.wcer.wisc.edu/tqm/TQM2007Agenda.html

The importance of qualitative methods in graduate education has become widely understood. Many programs are now moving to make changes in curriculum that reflect a growing sophistication of offerings and degree pathways. This conference and training sessions are an attempt to address some of these needs.

Workshops for NVivo 7 in Asia

In response to the growing popularity of NVivo 7 in Asia, QSR recently held a number of workshops in Singapore, Malaysia and Hong Kong. Due to overwhelming demand, a second series of NVivo 7 workshops is scheduled for Asia in June 2007.

If you would like to receive information regarding upcoming workshops in Asia please contact us at info@qsrinternational.com.

NVivo 7 to tour the UK

Following the success of the NVivo 7 UK roadshow in late 2006, QSR will embark on another tour of the UK in April. This time QSR will be visiting a number of universities and commercial organizations.

To register your interest in hosting an NVivo 7 demonstration at your organization in the future contact info@qsrinternational.com.

Next Strategies Conference Dates Announced

The Eighth International Conference on Strategies in Qualitative Research Using QSR Software will be held in Durham, UK in early April 2008. The Strategies conference is an opportunity to find out how others use QSR software in their projects, discuss approaches, compare research designs and swap software tips with other QSR software users.

Watch this space for the latest news on the conference as it becomes available.

In Their Own Words

From the QSR Newsletter, NSight Issue 31, March 2007

Researchers and those using QSR software describe their projects in their own words.

GfK NOP: Experiences with XSight

In a recent interview, Liz Montgomery, Divisional Director for GfK NOP, a UK-based, international market research company, describes how they have adopted XSight and used it for research that included the analysis of bulletin board posts.

The case for XSight research software

"We'd been looking for something to help us for a long, long time, both from a practical point of view and also because it's a good thing to say to clients. We use it as a selling point, to demonstrate that we're using technology to help us get the most out of the data."

Using XSight for small and large projects

In addition to helping them manage large amounts of data, working with XSight has also added to the depth of analysis possible:

"We can also get lots of new insights into the data as we work with it."

One example Liz talked about was how XSight gave them different views of their data:

"As you work through the data sometimes you realise you do need a bit more than just the interpretations, you actually do need to take a different cut of the data. What I was able to do was to set up an extra sample characteristic, then I could easily look at the data and literally just using that as a sort, I could then begin to see quite easily whether there was something really going on."

"The other thing I like is that you can easily look at non sequential questions. You can pull up two questions, or however many questions, that are from really quite different parts of the discussion, and you can pull them up together. You can [then] begin to understand whether or not things are interrelated."

Even though XSight was initially only used on large projects, "Now we're also using it on very, very small projects as well because again, it just gives us a lot more flexibility to work with the data."

"Indeed what's happening there now is we're beginning to use the new features more. We're starting off much more with the whiteboard [XSight map] and coming up with the themes, then working back with our transcripts using the digital recordings and analysing the data in a much more creative way."

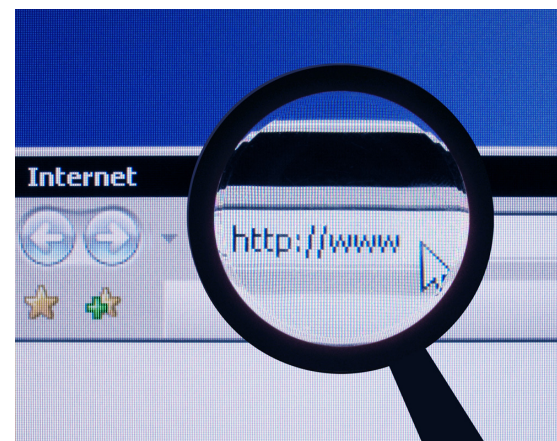
Using XSight to analyse bulletin board posts

"We do a program of about four to six bulletin boards for BT [British Telecom] a year which we run typically over three days. During those three days we'll cover a variety of topics. We invite about 20

people onto each board, and probably have about 12 to 16 active participants."

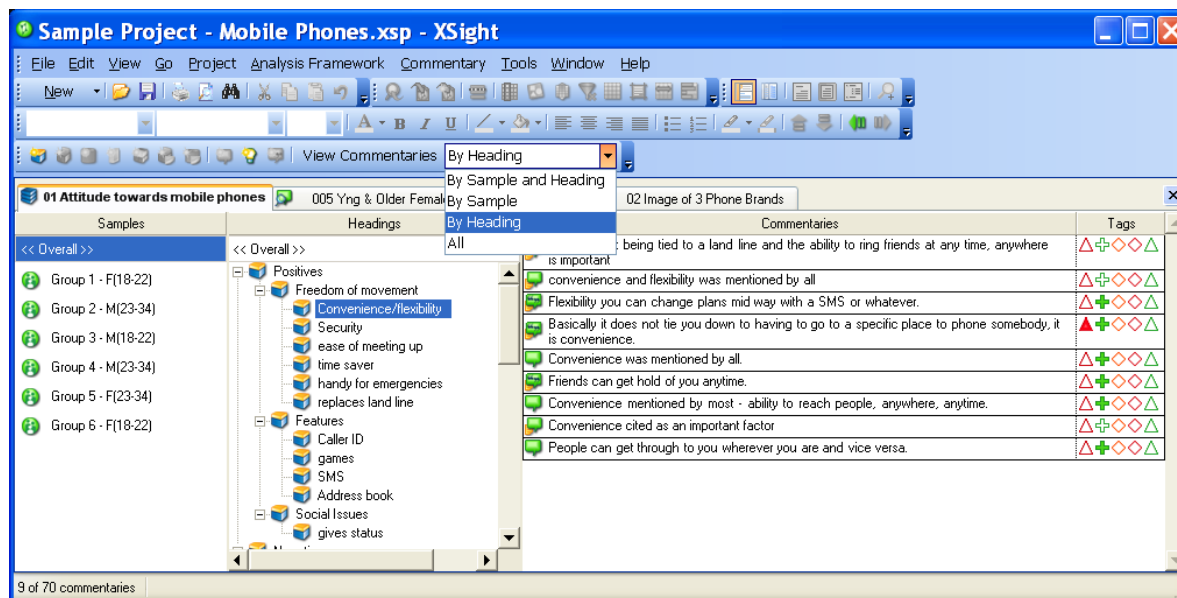
"[The boards are] generally themed and we generally design it so that the themes flow one into another. With the bulletin board they can do all sorts of things, we get them to do little quizzes, we show them current marketing material, we'll send them off to websites to have a look at things, they can interact with one another and can set up their own discussion threads as well as responding to the topics that we've set up for them."

"Over the course of three to four days we'll probably have around 800 posts to deal with so they're really, really rich. We found the art is not to ask too many questions, to give them the space to talk to one another about the issues so all it needs is for us to go back and moderate to ask them extra questions."



Research. Relate. Realize.

GfK NOP: Experiences with XSight continued



XSight screen shot showing how you can view your data from different perspectives.

“There’s something about any form of web research that means that people actually become very frank and all the people we’ve recruited onto this board are positively inclined but they tell it like it is, we ask them about something they don’t like it, they tell it.”

“Also you don’t get that dominance that you might get in a face to face group. What happens is that the people who are younger or less confident have an equal say and we get just as much from them.”

“In terms of how we used XSight, we could actually take those comments and look back across the rest of the board and look at those people in terms of how they were reacting to other topics. We could drill back through them much more easily because you can interrogate material in a much richer way.”

“[If you put the data] into an Excel spreadsheet, into a Word document or even into Access you’ve got to structure it much more rigorously and even though you have to have a structure in XSight, you can still look at the data in lots and lots of different ways and really create new views very easily as well.”

The ease of XSight

“What we’ve always found is that to get people into the basic functionality of it [XSight] takes a very, very short time... Paul [GfK NOP colleague] showed me how to use it in five minutes and OK I wasn’t putting data in, it was already in there, but he still just took five minutes to show me the basics. I know that in a morning I went from complete panic - “This has got to be done today” but little having been done [due to staff sickness] - to being able to get stuff out; so I was immediately converted”.

For further information go to www.gfknop.co.uk

Leading, Learning and Developing into the Future

New and emerging digital music technologies, applications and processes are challenging standard music industry practices, founded on traditional physical formats, unit sales and middle of the road marketing and promotional activities. These challenges are forcing organisations to break with traditional business models to embrace unique and innovative models which address the issues of an emerging digital market.



Rick Colbourne, Judge Business School, University of Cambridge.

Major record labels are struggling to identify and exploit new and emerging revenue streams while building new digital services and products that satisfy consumer led demand across a range of music formats and applications.

Strategic training and development is essential to developing individual careers within major record labels enabling them to be more innovative and competitive in the emerging digital marketplace. Designing an effective training and development programme involves aligning personal and professional requirements for career progression, organisational requirements for individual skills, competencies and knowledge required to compete effectively.

The focus of the study

My study focused on how individual and team learning, training and development processes are mediated within Universal Music, Warner Music and SonyBMG to provide insights into how the interplay of informal learning and formal training and development activities

contribute to workforce performance and career mobility across functions and levels. I address the need to understand how strategic organisational capabilities can be enhanced to inform major record label efforts to realign its individual and team learning capabilities to current and future strategic and competitive requirements.

I examined whether the range of career and skill development opportunities being offered within and across the three major record labels would function to retain, attract and develop a more digitally literate workforce that would accelerate their need to transform into digital music entertainment companies.

In order to facilitate this, I needed to develop insights into the current effectiveness of individual and organisational development capabilities, the degree to which these capabilities were strategically aligned to the major record label's vision for digital revenue growth and the extent to which these capabilities would facilitate the new and innovative organisational practices required.

Qualitative research and NVivo

Given the exploratory and inductive nature of the research and the complex issues under investigation, I adopted a qualitative research strategy. NVivo proved crucial in my efforts to develop rich and insightful case studies for my PhD dissertation and for creating organisational analyses of value to Human Resource and training and development practitioners across all three major labels.

The data collected included semi-structured

interviews across roles, levels and functions, a wide range of documents and site photographs. An in-depth single case analysis was produced for each major label according to the particular issues, challenges and concerns that they identified as relevant and an extensive cross case analysis was developed to contextualise the findings across each major label to provide an organisational perspective in relation to the others examined.

In order to achieve this, NVivo became the centre of my analytical activities.

Initially, I used NVivo as a central resource to manage and store all of my data sources until I was ready to begin the formal analysis. In using NVivo as a repository, I was able to streamline my own data management processes and easily create back up files on an external drive.

Understanding trends in the data

Given that the major labels were interested in understanding trends across particular factors in their organisation, a case was created for each interview and defined by the following attributes: level, department, gender, education, ethnicity, years of service (organisation) and years of service (industry). These cases generated individual, organisational and cross-industry insights into learning, training and development which proved critical to understanding the efficacy of current organisational initiatives in addressing individual requirements.

I combined the use of cases with extensive coding to uncover the central themes occurring across the interviews and was able to relate these directly to particular sets of attributes.

Consequently, level, gender, previous education and ethnicity were found to be important mitigating factors in an individual's experience of learning, training and development in these organisations.

Coding the policy and training and development documents according to themes that surfaced in interviews enabled me to develop an understanding of how these mitigating factors played out in the organisations.

I found that individuals rely on training and development initiatives to provide them with the relevant music industry knowledge required for them to remain competitive in their role and responsibilities and to enable them to promote and exploit music assets. I discovered that, in some cases, training and development initiatives did not actually fulfill the explicit organisational requirements for addressing the range of competitive issues and challenges

in an emergent digital music market and that there were inconsistencies across levels, roles and functions.

Cross organisational analysis

The cross-organisational analysis built on each single case analysis and focused on: senior executive support; resource allocation; organisational expertise and commercial benefits; management support; appraisals; individual and team development; strategic integration; breadth, depth and relevancy and overall satisfaction. Some of these themes emerged from the data through some of the initial coding that I performed while other themes emerged from my discussions with the major labels.

Using NVivo I was able to develop an in-depth understanding of capability gaps across current roles and functions.

Data analysis identified the emerging requirements for particular skills, capabilities, competencies and knowledge to remain competitive. I found that the major labels

would need to adopt a more integrated and strategic approach to recruitment, training and development to further address the emerging digital music market.

It became apparent that current market uncertainties related to new and emerging digital technologies and applications would require a stronger focus on strategic recruitment and development initiatives where success would be contingent on making tough organisational decisions.

Training and development initiatives would have to be augmented by organisational practices and policies focused on reorienting and reframing roles and responsibilities to address new and emerging demands. This would need to include a renewed focus on identifying and recruiting the right talent; integrating traditional and digital functions into single roles; identifying and addressing obsolete roles and responsibilities; reskilling, upskilling and reorienting the current workforce; and creating provisions for managing out individuals who are not able to adapt to future digital realities.

For further information

Email Rick Colbourne at r.colbourne@jbs.cam.ac.uk

