The Other Eff Word

How to rescue research from the cult of efficiency

Corporate Research & Insights Summit

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Hello from Team Biscuit

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eBay, etsy, ITV, Rightmove, AURA

Danny Russell, Co-Founder
Boots, BA, Kraft, O2, Sky

What is Bigger than Biscuits?

A mission to tell our Effectiveness Story

To demonstrate the value of market research as an investment

And take that message out to the people who matter (CFOs, CEOs, even some CMOs)

How are we doing that?

B>B

research storybook

HOW RESEARCH HELPED MCDONALDS RAISE REVENUE AS WELL AS EYEBROWS

Faced with ad wear out, and incoming legislation, McDonald's needed a new approach which could reconnect British consumers with the brand without showing a single project.

Using story-based techniques, The Outsiders, Peek Content and House51 together uncovered some powerful new insights. These provided the creative spark for the award-winning 'Raise your Arches' campaign, which went on to become the 'most liked by consumers' ad of the year and, importantly, generate £45m in incremental revenue.

Making the case for research investment. One story at a time.

BRAND: McDONALD'S

CATEGORY: RETAIL/QSR

BUSINESS EFFECTS

Incremental sales

RESEARCH INFLUENCE	RESEARCH COST	RORI (return on research investment)
20%	£50,000-£100,000	180x

How to calculate the Return on Research Investment or RORI for McDonald's

Take the business effect

£45,000,000

X

Multiply it by the research influence

20%

Then divide by the research spend

£50,000

=

RORI

180x

B>B

It’s great

But it’s just not enough

"We're in this very interesting shift in leadership. It's the leadership of sound bites. It's the leadership of not going deep. It's the leadership of just needing something quickly."

FROM BRIEF TO BREAKTHROUGH IN HOURS

Insights at the *speed of right*

The only all-in-one AI-powered qual and quant research solution.

Get answers you can trust in seconds.

Real qual, really fast for Tuesday's meeting

"By leveraging AI for market research, businesses can gather and analyse consumer insights for faster, **more efficient** data-driven decision-making"

THE RESEARCH EFFECTIVENESS REVIEW 2026

impactsense™

Given a choice, clientside researchers chose methods that feed the soundbite-led insight culture that is slowly killing us

WE TALK ABOUT DEPTH.
BUT WE DEFAULT TO THE WHAT'S OPERATIONAL.

BOOST

USABILITY TESTING BOOST VOTES PER BIN VOTE	~4:1
WEB ANALYTICS BOOST VOTES PER BIN VOTE	~3:1
NPS BOOST VOTES PER BIN VOTE	~3:1

BIN

ETHNOGRAPHY VOTED OUT THREE-TO-ONE	1:3
DIARY STUDIES VOTED OUT THREE-TO-ONE	1:3
CONJOINT VOTED OUT THREE-TO-ONE	1:3

We're going to show you a list of research methods. For each one, rapidly decide: BOOST (invest more time/effort/money) or BIN (you could live without this).

The UK Research & Evidence Market:

Bigger than sliced bread

The 2026 Business of Evidence Report assesses the size and impact of the UK research and evidence market. Commissioned by the Market Research Society (MRS), and conducted by PA Consulting, we determine how the market has changed in the 10 years since the last report.

£18.7+bn
GVA generated by the market

8%
Annual market growth since 2016 (CAGR)

350,000+
People in fulltime employment (FTE)

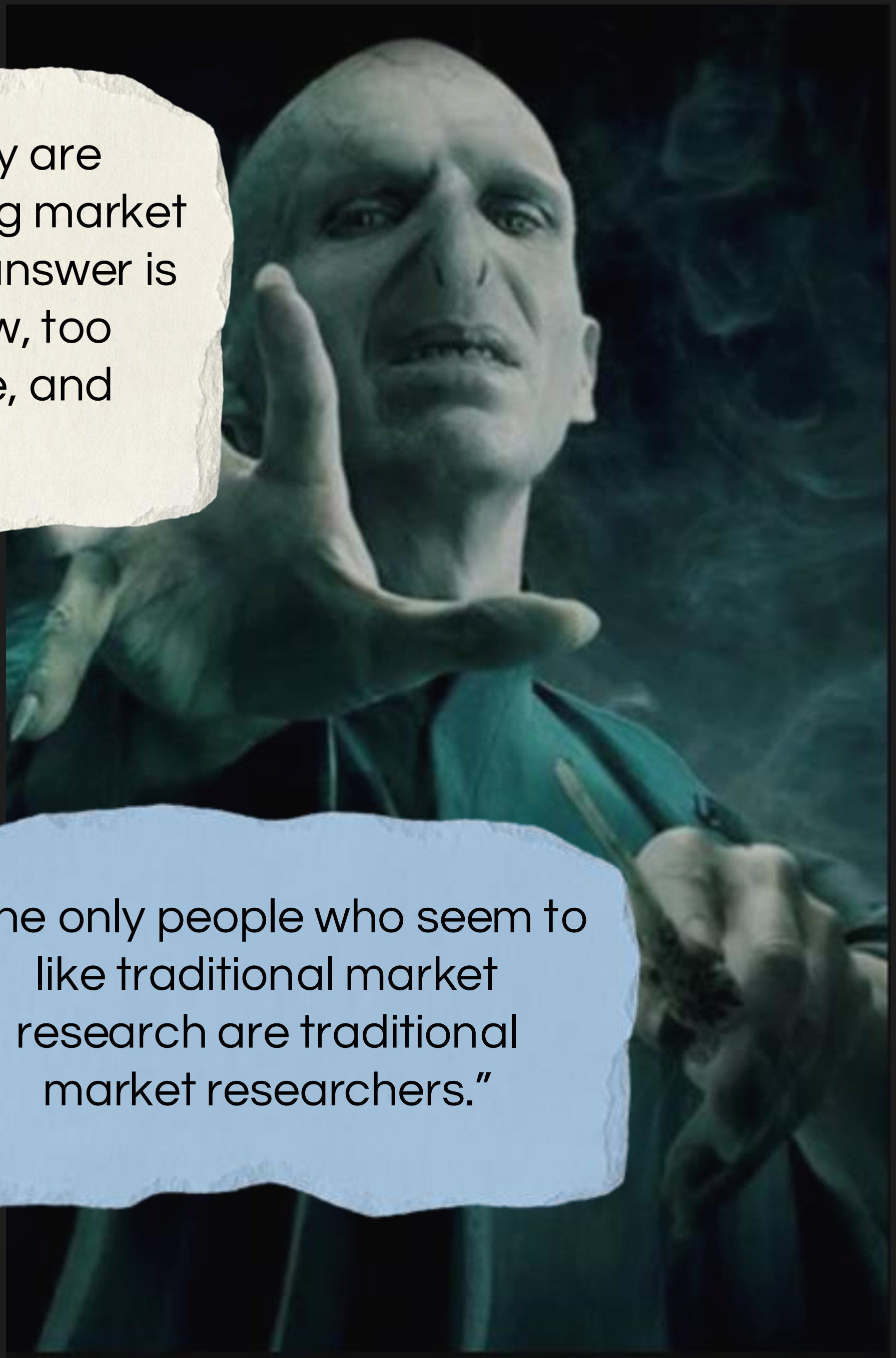
3.5x bigger than the UK bread market (GVA)

"Traditional market research is a $140bn category that everyone hates."

"If you ask a CMO if they are happy with their existing market research solution, the answer is always "no." It's too slow, too expensive, too inflexible, and often totally useless."

"Market research itself has become so risky that most companies simply don't attempt it.

"The tool that should reduce risk has become a risk itself. It's like having a smoke detector that might burn down your house."



"The only people who seem to like traditional market research are traditional market researchers."

Source: a synthetic led start up as quoted in Marketing trade press/LinkedIn

And what is our response?

Silence.

Or a lot of talk and no action.

“Insight tends to be an easier target, precisely because its value is harder to quantify and rarely translated into the language of those making the decisions.”

Research in Transition: Clientsight Report 2026
Depth interviews with 18 displaced research/insight leaders

We disagree. Because we’re doing it.

Both these things are true

Bigger than Biscuits has numerous examples of research paying back many times over

PRIMARK

£1m in profit

RORI
40x

HUNDRED

Built a £1billion brand

RORI
500x

RICHMOND

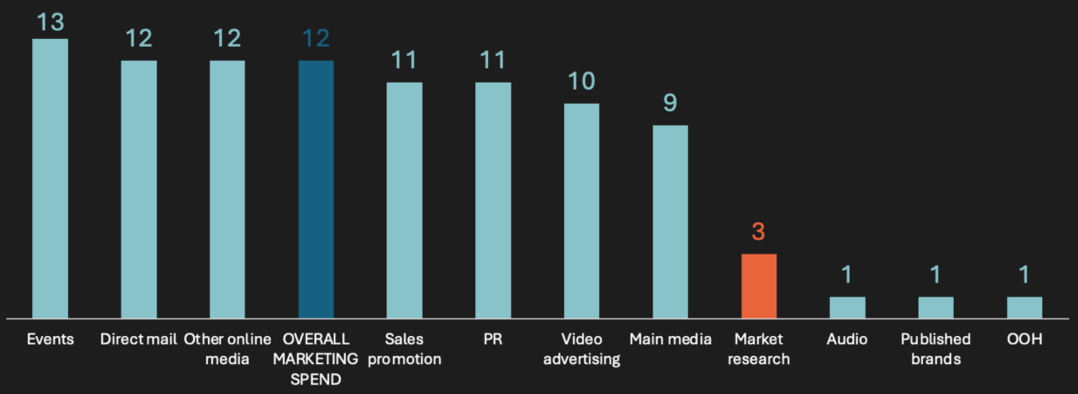
2.9m new customers

RORI
9x

In 10 of the last 13 quarters more CMOs have reduced spend on research than increase it

CMOs are putting any increased budget into what they see as quick wins ... which isn't market research

Source: IPA Bellwether. The figures show the how many of the last 13 quarters each area of marketing has seen more budgets increase than decrease.



B>B

The gap isn't AI's fault.
It's ours.


We need a
~~better~~ story.

Efficiency

is about how gets research done

≠

Effectiveness

proves it was worth doing

PROCESS

Transformed by technology

IMPACT

Created by people

Why are we (still) here?

We bring organisations closer to peoples' realities

"to bridge the gap between businesses and their customers... ensuring that the customers voice shapes the strategies"

We cut through noise to provide clarity and truth

"In a world of noise, our industry must be the business of clarity"

We're the catalyst for confident, trusted decision-making

"... to create decisions people can trust"

With a Clear Focus on Impact. Not Process.

Source: B>B Conversations with research agency leaders on what the core purpose of research is, London & Leeds, 2026

And so ….

WHAT YOU WOULD DO DIFFERENTLY

Five guidelines from professionals in transition

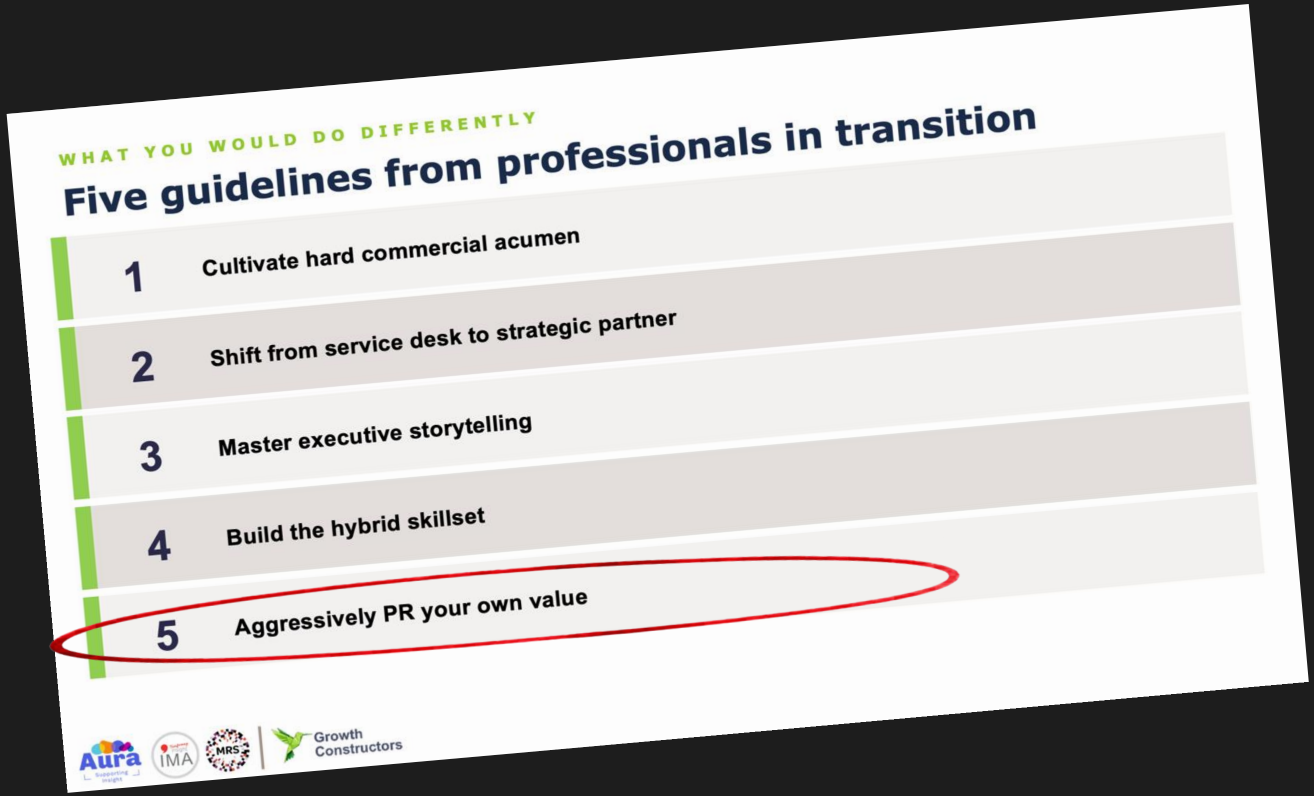
1. Cultivate hard commercial acumen
2. Shift from service desk to strategic partner
3. Master executive storytelling
4. Build the hybrid skillset
5. Aggressively PR your own value

Growth Constructors

Learn the lessons of displaced Insight Leaders.

Don't repeat them

Don't let the data analyst in the finance team be seen as the internal expert on customers



Success is the sum of many small efforts

1

Follow us on

Bigger Than Biscuits
Suzanne Lugthart
Danny Russell

2

"Tell us about a time when the work you did had a commercial impact"

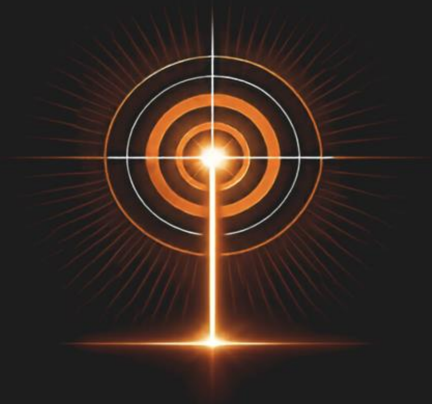
3

Now joined by the 3rd Eff Word

Efficiency
is how gets research done

PROCESS
Transformed by technology

Effectiveness
proves it was worth doing



IMPACT
Created by people

Effort
is what it takes

A FUTURE
Shaped by you

Don’t sit there waiting for someone else to save you.

Join our movement