



ASSOCIATION RESEARCH

**1030 Massachusetts Avenue
Cambridge, MA 02138
617-492-1400 ♦ 800-966-1254
Fax: 617-497-7944
www.opiniondynamics.com**

ORGANIZATIONAL DESCRIPTION

Opinion Dynamics is a national market and public opinion research firm based in Cambridge, Massachusetts, with branch offices in California, Texas, and Washington, D.C., along with a dedicated telephone calling center near Philadelphia, Pennsylvania. Since our founding in 1987, we have worked with hundreds of clients in a wide variety of industries. Our clients include organizations in both the public and private sectors.

At ODC, we firmly believe that research, if it is to be at all meaningful, has to be actionable. Many research firms approach projects as if they were doing the client a favor by conducting the research — as if the process was a test of their academic credentials and not a search for solutions to the client problem. If an ODC research report is not used to create a plan of action, we have failed. We view our roles as researchers and strategic consultants. Our survey reports include not only the interpretation of the results, but concrete, strategic recommendations that directly impact the success of various ventures. The majority of Opinion Dynamics' work comes from repeat business and referrals from satisfied clients.

We work closely with our clients in identifying needs, developing the research instruments, analyzing the data, and producing the final report. We want to make sure that the research we conduct directly meets our clients' needs.

General Capabilities

ODC offers a range of research services. Our techniques include telephone surveys, Internet surveys, focus groups, in-depth interviewing, mail surveys, on-site intercepts and virtually all other market research methods currently in use. In-house staff performs all questionnaire development, sample design, programming, interviewing, analysis, and presentations. Our capacity to complete virtually all aspects of the research process internally allows us additional flexibility in meeting the needs of our clients.

ASSOCIATION EXPERTISE

Opinion Dynamics Corporation (ODC) is a leader in association research, covering issues ranging from membership retention, to marketing, to broad public policy concerns. At ODC, we are committed to delivering tangible results and measurable improvements for our clients. The depth, scope, and diversity of our clientele demonstrate our success in meeting that commitment.

- ODC has more than 15 years of experience providing high-quality market research and analysis to a range of associations. Over that time we have worked with over one hundred association clients, including: Produce Marketing Association, Financial Executives International, American Association of Retired Persons, American Heart Association, American Society of Clinical Pathologists, and Billiards Congress of America.
- ODC goes beyond simply fielding survey instruments by providing actionable consulting services to improve member recruitment and retention, improve member communications, plan public policy or communications campaigns, maximize convention experiences, and evaluating member benefits.
- ODC maintains the in-house capacity to design and implement research using virtually every commonly used methodology, including Internet surveys, telephone surveys, mail surveys, focus groups (in-person, and teleconference), on-site intercepts, and member database evaluations.

ODC provides a variety of services to associations, including:

- Member needs assessments
- Member satisfaction studies
- Conference evaluations
- Non-member/lapsed member studies
- Brand evaluations
- Public policy surveys
- Market segmentation
- Consumer trends
- Services and product evaluation
- Communications research
- Strategic consulting
- Database analysis

RESEARCH SERVICES

ODC's high-quality survey research capabilities include: a dedicated telephone interviewing center, Internet capabilities, sophisticated data management, trained supervisors and support staff, and highly skilled statisticians and data modelers. These support services utilize proven protocol to guarantee quick turnaround and a high level of quality control for dependable results.

The range of our research services includes:

DEDICATED TELEPHONE INTERVIEWING SERVICE

At ODC, we maintain our own telephone-calling center in Philadelphia, PA. This allows us to ensure the highest quality results in our interviewing. For research firms that do not have their own interviewing services, or for firms whose interviewing service is a separate subsidiary in a global corporation, interviewing is a "black box": they put the interviewing in and wait to see what comes out. From the initial study to final recommendations, ODC is involved in every step of the research process.

All ODC telephone interviewers utilize Computer-Assisted Telephone Interviewing (CATI) software. The use of CATI introduces several advantages to the survey process. It virtually eliminates the chance of an interviewer skipping a question or entering a response that is outside the range of valid responses. It keeps track of all calls made to each sample point, providing extensive documentation of the number of attempts, the results of calls, and final case disposition. For example, the CATI system can track the number of times that each potential respondent was called, how many times there was no answer or an answering machine that was reached, etc. ODC can track all data and the amount of remaining sample and provide our clients with up-to-the-minute information. Finally, the CATI system greatly reduces the amount of effort needed to clean the data.

Our telephone capabilities include:

- Thirty-five Computer-Assisted Telephone Interviewing (CATI) stations with additional access to 200 CATI stations
- Quota control by demographics, location, incidence, or any research question
- Automatic call scheduling by day of week, time of day, time zone, and attempt number
- Ability to provide complete data sets in the following formats: **ASCII, SAS, ACROSS, WINCROSS, SPSS, Lotus 123, dBase**, and more
- Nightly data back-up on tape
- Server computer with an uninterruptible power supply to protect data connected to interviewing stations via a Novell Network

Our telephone bank offers:

- Full-time supervision and monitoring
- Professional, experienced interviewers and supervisors
- Continuous, random monitoring of all telephone interviewers
- Validation of at least 10% of every interviewer's work
- Verbatim recording of all open-ended responses as expressed by respondents

Quality control procedures include a detailed training and briefing session for each research study; a review of all completed questionnaires to detect procedural errors and omitted questions; respondent re-contacting to finish any incomplete questionnaires; rejection and replacement of questionnaires with a significant number of errors; and a final review of all the interviewer's work containing errors to consider possible rejection.

As a client of ODC, you are welcome to visit our interviewing facility, located in Philadelphia, PA, at any time. You can monitor your company's survey work in real time either at the center, from your offices, or from your homes via telephone hook-up.

IN-DEPTH AND QUASI-DEPTH SURVEYS

ODC staff of trained in-house interviewers conduct all in-depth and quasi-depth qualitative interviewing. The interviewers are knowledgeable about the healthcare industry and will be trained to gather the specific information requested. For in-depth interviews, we record and transcribe each interview to ensure we obtain all information and we provide copies of each transcribed interview as part of our reports. For quasi-depth interviews, we record topline data for all quantitative questions, and our interviewers are trained to record and summarize responses to allow our analytic team to draw conclusions. Whenever possible, we have the same interviewer conduct all interviews with a particular market actor group to ensure consistency of reporting.

FOCUS GROUPS

Focus groups involve interviewing a panel of participants at one time with a moderator. They are useful for identifying and exploring the range of attitudes, opinions, and preferences on a particular topic or issue. The open-ended nature of focus groups allows the researcher to make unexpected connections or to discover alternative ways to think about a topic. Focus groups, when combined with quantitative surveys, provide a powerful tool that can be used to reveal statistical relevance to issues raised or opinions expressed within the focus group setting. ODC has experienced focus group coordinators and moderators on staff who are adept at guiding group discussion and gaining valuable qualitative data.

MAIL SURVEYS

Opinion Dynamics regularly conducts mail surveys for a wide range of clients, and has developed a proven quality control system that is adapted to each new project. We provide a unique identifying number to each survey, enabling us to easily track respondents. From the time the survey questionnaire is completed to the final editing, coding, and keypunching, we pay close attention to every detail of the survey process. Among other things, quality control involves checking for inconsistencies in responses, looking for implied responses, and preparing the questionnaire for data entry. Inattentive editing can render mail survey results useless. We examine and double-check all stages of coding, data entry, and the verification process:

- Codes are established for open-ended questions, which are approved by the ODC project manager.
- Experienced staff code open-ended questions.
- We scan the data to eliminate values outside allowable ranges.

ODC gives careful attention to the design and management of all the mail surveys that we conduct. We use our own full-time experienced support staff prepare all mailings.

For mail surveys, we can provide all respondents with a link to the version of the survey on the Internet, which allows the respondent the option to answer the survey online. This increases the response rate as well as reducing potential response biases.

INTERNET SURVEYS

ODC staff develops both stand-alone Internet surveys hosted by our secure website and surveys that can be incorporated into an existing website and hosted from the client's server. Our Internet methodology ensures privacy while obtaining dependable results in short timeframe.

We work with our clients to design Internet-friendly questionnaires, which can incorporate pop-up options, skip patterns based on responses, company-specific logos or data, and links to outside information. Our clients can monitor results via a secure website, or this information can be sent to the client at their request.

ANALYTICAL TECHNIQUES

The analytical capability of our in-house staff, utilizing state-of-the-art methodologies, is one of ODC's most powerful assets. Regardless of how basic or sophisticated the analysis, the techniques that we employ are focused on practical, action-oriented applications for the real world. Some of the methodologies with which we have extensive practical experience include:

- Factor analysis
- Multidimensional scaling
- Discriminant analysis
- Conjoint analysis
- Perceptual mapping
- Cluster analysis
- Multiple regression
- Discrete choice modeling
- Latent structure analysis
- Market segmentation

SELECT ASSOCIATION CLIENTS

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| AIDS Action Committee | Community Resources, Inc. |
| American Academy of Allergy, Asthma & Immunology | Computer Leasing & Remarketing Association |
| American Association of Retired Persons (AARP) | Connecticut Hospital Association |
| American Automobile Association (AAA) | Contract Services Association |
| American Beverage Association | Downtown Seattle Association |
| American Counseling Association | Federated Ambulatory Surgery Association |
| American Dental Association | Financial Executives International (FEI) |
| American Gas Association | Greater Boston Chamber of Commerce |
| American Heart Association | Greater Boston Food Bank |
| American Hospitality Concepts | Grocery Manufacturers of America |
| American Insurance Association | International Food Information Council |
| American Plastics Council | International Health, Racquet & Sportsclub Association |
| American Red Cross of Massachusetts Bay | Keidanren-Japan Federation of Economic Organizations |
| American Society of Civil Engineers | Kettering Foundation |
| American Society of Internal Medicine | Lance Armstrong Foundation |
| American Society of Mechanical Engineers | Malden Property Owners Association |
| American Speech Language Association | Market Research Institute |
| American Trucking Association | Massachusetts Association for Mental Illness |
| American Urological Association (AUA) | Massachusetts Association of HMOs |
| Animal Industry Foundation | Massachusetts Chemical Tech Alliance |
| Artery Business Committee | Massachusetts Clean Water Council |
| Associated Industries of Massachusetts | Massachusetts Farm Bureau Federation |
| Association of Independent Colleges & Universities of Massachusetts | Massachusetts Health & Education |
| Association of Performing Arts Presenters | Massachusetts Homeowner Coalition |
| Association of Schools of Allied Health Professions | Massachusetts League of Women Voters |
| Automotive Industry Action Group | Massachusetts Medical Society |
| Billiards Congress of America | Massachusetts Nurses Association (MNA) |
| Boston Chamber of Commerce | Massachusetts Sheriff's Association |
| Building Owners & Managers Association | Massachusetts Wholesalers Malt Beverages Materials Research Society |
| Cambridge Alliance for Change | Medical Academic & Scientific Community Organization |
| Cambridge Homeowners Association | National Air Traffic Controllers Association |
| Campaign for Tobacco-Free Kids | National Association of Community Health Centers |
| Campus Compact | National Turkey Federation |
| Center for Tobacco Research | New York Hospital Association |
| Citizens Educational Foundation | Produce Marketing Association |
| Civil Liberties Union of Massachusetts | Salmon of the Americas |
| Coalition for Fair Treatment | |

BIOS OF KEY ODC STAFF

JOHN GORMAN

Opinion Dynamics CEO John Gorman is one of the nation's leading experts in using public opinion and market research data to make decisions and plan campaigns. Mr. Gorman's thirty years of experience working on major research projects for presidential candidates, Fortune 500 corporations, and America's leading academic and non-profit institutions has given him a unique perspective on the strategic challenges facing policy makers today.

Mr. Gorman has authored public attitude studies on such diverse topics as electronic banking and America's military and economic role in the world. He has supervised research for environmental campaigns in the soft drink, paper, plastics and chemical industries. Mr. Gorman has also directed political research for hundreds of ballot question committees and ballot candidates like President Jimmy Carter, along with several congressmen, governors and local officials.

While an undergraduate at Harvard College in 1970, Mr. Gorman co-founded Cambridge Survey. Over the next decade, Cambridge Survey grew into one of the largest political polling firms in the country. Mr. Gorman then switched focus, helping to found Cambridge Reports in 1974, which provided issue and market research for business. Mr. Gorman and several associates founded Opinion Dynamics Corporation in 1987.

BRAD KATES

As President of ODC, Mr. Kates is dedicated to ensuring that all clients are provided with the best in research and analysis for all projects. Mr. Kates has managed market research projects for over a decade. He believes that market research is not only data collection — it's using that data to favorably impact a client's bottom line. His specialty involves developing research methodologies that will help clients effectively enhance their sales and marketing efforts, with a focus on the energy industry.

He has moderated dozens of focus groups, managed large-scale projects, conducted depth interviews, provided client consultation on a variety of marketing and management issues and developed marketing plans for several clients.

Mr. Kates has spoken at numerous major electric industry events and serves as President of the Association of Energy Services Professionals. He is also a member of the Public Relations Society of America and an active member of the Travel & Tourism Research Association. He has published articles in such publications as *Electric Perspectives*, *Rural Electrification and Strategies*. Mr. Kates holds a dual Bachelor of Science degree from Syracuse University in both Public Relations and Human Resources and a Master's in Business Administration from Babson College.

BIOS OF KEY ODC STAFF

LAWRENCE SHIMAN

Since joining Opinion Dynamics Corporation in 1998, Lawrence Shiman has managed hundreds of projects in a variety of industries. He regularly partners with advertising, marketing, and public relations firms in providing information and analysis that advances client goals.

Mr. Shiman is one of the nation's leading experts in consumer behavior related to dieting and nutrition. The results of his research in this area have been published in hundreds of mainstream and industry publications and media outlets. Mr. Shiman is also a highly skilled public speaker, having presented research results at nearly a dozen different international conferences in the past year. He appears regularly on national television, providing analysis of ODC polling results on the FOX News Channel.

Mr. Shiman received a master's degree from the Kennedy School of Government at Harvard University, where he specialized in public opinion and public policy. He received his undergraduate degree in psychology from New York University.

ERNIE PAICOPOLOS

With twenty-seven years' experience conducting public opinion research, Ernest Paicopolos has worked on a wide range of projects—from national political campaigns to neighborhood satisfaction surveys. He has dealt with such controversial topics as smoking, nuclear power, reproductive rights, and energy facility siting. His extensive experience in the health care field includes work on health care policy communications as well as patient and physician satisfaction studies. In the food service industry, he has designed projects for multi-state restaurant corporations and crafted national communications research for large food marketing groups. For the past several years, he has managed member-related and public opinion research for the Produce Marketing Association (PMA)—the world's leading trade association in the produce industry.

In addition, Mr. Paicopolos has managed opinion research for scores of successful ballot measure campaigns across the country, and supervised political polling for a number of television stations and newspapers. He also appears on national television, providing analysis of ODC polling results on the FOX News Channel.

Mr. Paicopolos was a senior executive at Cambridge Survey Research, Inc. and Cambridge Reports, Inc. for ten years before joining ODC in 1988. Mr. Paicopolos received his undergraduate degree in political science from Northeastern University. He did his graduate work in political science at the master's level at Northeastern University and at the doctoral level at the University of Massachusetts/Amherst.

BIOS OF KEY ODC STAFF

HENRY KANTER

As Vice President of Operations, Henry Kanter is responsible for the quality of research at Opinion Dynamics. He oversees the training, monitoring, and quality control of all interviewing, data entry, and computer operations. Mr. Kanter has managed more than 2,500 research studies, including telephone and mail surveys, opinion leader and executive interviews, in-store intercepts, focus groups, and nationwide door-to-door surveys. He is fully versed in all aspects of the research process, from sample design to computer operations. Mr. Kanter also supervises all sub-contractor activities.

Mr. Kanter has over twenty years of experience in survey research. He came to Opinion Dynamics from Cambridge Reports, where he was Field Director. Mr. Kanter is a graduate of the University of Massachusetts, Amherst, and a member of the Marketing Research Association.

CHRIS ANDERSON

Since joining Opinion Dynamics Corporation in 2001, Chris Anderson has managed hundreds of projects in a variety of industries. He specializes in customizing research projects that enable his clients to both understand how people think, and then develop strategies to shape opinions and change behavior.

Mr. Anderson's work in the healthcare sector includes public policy studies, customer satisfaction studies for hospitals, and employee satisfaction and communications studies for a large HMO.

Working for a variety of associations, Mr. Anderson has helped his clients understand the drivers that keep their members satisfied, and identify the benefits, services and messages that will attract new members. Mr. Anderson is also an experienced political pollster, having worked for candidates at the local, state, and national level.

Mr. Anderson received a master's degree from Columbia University, where his studies focused on statistical analysis, public opinion, and political science. He received a bachelor's degree in English from Colby College. Prior to joining ODC, Mr. Anderson worked for Kiley and Company, the national political polling firm. He also worked as a pollster on Senator John Kerry's 2004 presidential campaign.