

GLG

OCTOBER 2022

INSIGHTS VS. INFORMATION

Why Only *Insights* Have *Impact*



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DEFINING INSIGHT AND INFORMATION

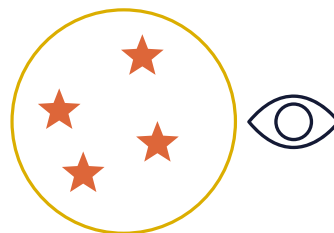
Information can be defined as facts provided or learned about something or someone.

Insight can be defined as “the capacity to gain an accurate and deep intuitive understanding of a person or thing.” In other words, information contains the building blocks of insight, but information tends to be inert. It can be compiled and organized, but information can only describe something from the outside in.

Insight is active. Born of experience, it brings together expertise and experience. It describes something from the *inside* out, revealing complexities that information can only limn. Information is born of observing what is happening. Insight, because it’s tied to experience and expertise, explains why it is happening.



Insight



Information

The writer Malcolm Gladwell, acting on research suggesting that experience is the essence of genius, popularized the idea that 10,000 hours of appropriately guided practice was “the magic number for greatness.” The idea is a pithy way to get your book on the New York Times bestseller list. But it’s not new. It can be summed up in an old joke:

Q: How do you get to Carnegie Hall?

A: Practice. Practice. Practice.

Experience is certainly a factor in success.

Spend 10,000 hours doing anything, and you’re going to get good at it. Gladwell cites the Beatles as an example of “geniuses” that had put in their time and honed their talent through the sheer hard work of playing live gigs in Germany. Gladwell cites a Beatles biographer, Philip Norman, who wrote, “by the time [the Beatles] returned to England from Hamburg, Germany, they sounded like no one else. It was the making of them.”

But while the Beatles certainly paid their dues, it can be argued that the band already possessed an outsized talent that experience merely drew out of them.

When we spoke with David Edelman, a GLG Network Member and the former Chief Marketing Officer of Aetna, he suggested another outsized talent, famed American cellist Yo-Yo Ma.

Ma was a child prodigy who began performing in front of audiences at age five and played for Presidents Dwight D. Eisenhower and John F. Kennedy when he was only seven. These were remarkable performances, but Ma had only scratched the surface of what his playing would become.

Ma studied music first at Juilliard and then at Harvard while gaining fame playing with many of the world's major orchestras and chamber ensembles. He has since recorded more than 90 albums and received 19 Grammy Awards. He is currently considered the greatest cellist of our time, and perhaps even the greatest cellist of all time.

The composer Johann Sebastian Bach said, "It's easy to play any instrument: all you have to do is touch the right key at the right time and the instrument will play itself." The Slovenian industrial rock band Laibach, promoting their digitized take on Bach's *Die Kunst der Fuge*, said, "It's easy to play Bach: all you have to do is open the right program on the right computer and Bach will play itself."

But when you listen to Laibach's interpretation, the heart is stripped out of it. It's cold and mathematical. All the notes fall into the right place, but something crucial is missing.

As David told us, any computer can spit out a rendition of a cello piece based on the musical notation. But true expertise is human, developed through physical conditioning or muscle memory; it can be an integrated part of one's body. Through countless hours of practice, a pole vaulter knows exactly how to grasp the pole, where to plant their feet, the angle of approach—every detail has become an expert's intuition.

David believes that "Yo-Yo Ma turns his intuition into a deep, personal voice that brings out all the expressiveness of the music, the dynamics, and the humanity at the core of all art that enraptures his audiences. Ten thousand hours (or more) of experience lets you not only see the facts, but see the heart, the logic, and the implications." It's easy for Yo-Yo Ma to play an instrument because he's spent his life trying to understand it better than anyone else.

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A Conversation with David Edelman, GLG Network Member and former Chief Marketing Officer of Aetna

THIS CONVERSATION HAS BEEN CONDENSED AND EDITED FOR SPACE.

First off, how do you define insight?

I define insight as understanding the deeper dynamics of what is going on: why it's happening and how it's happening. Insight means getting at more of the story, understanding, especially why exceptions happen. Insight goes deeper than just telling you there are differences in a specific topic. It helps you understand why there are differences.

Insight goes deeper than recognizing differences. It understands *why* there are differences.

What would you say is the difference between information and insight?



To the extent that it is measurable, information tells you what is happening. A challenge with information is that it often is not averaged enough or sufficiently granular to be useful. But whether accessed through qualitative or quantitative methodologies, insight can help you understand more of the granularity that's happening under the information. It helps you understand what and why something is happening.

Insight helps you make better predictions of what might happen in the future and make better decisions. Those predictions could be around how certain trend lines are going to move into the future, or why certain segments will continue or be different. They could be around how the needs of different segments could evolve. In short, insight tells you *why*, information tells you *what*.

Can you tell me the difference between what an insight for you as a CMO might be, versus an insight for your director of lead generation, for example?

At the lead generation level, you're looking for *tactical* insight: Why did this program create these results? Was it because of the content? The timing? Were there underlying segments that I didn't consider? At this level, insight into these things allows you to iterate and improve, but ideally also to think about ways that you can set up what you're doing to gather more granular information so you can gather insight along the way. At the lead generator level, you want to understand factors driving things so you can manage those factors and be more successful in the future.

A CMO doesn't look at a specific program. We look at more broad insights: How is our value proposition resonating? How is it doing relative to the competition? Are there different segments that we have not considered where variations of our value



proposition are important? Are there underlying threats that could be happening in terms of changes in technology, demographics, and taste that could be causing us to be vulnerable?

If it's granular enough, data and information can give you hints toward answering these questions, but you also need to get out there and talk. One of the things that I valued as a CMO was the time I spent out in the field, learning from customers, employers who were buying health insurance from us, meeting Medicare seniors, and hearing their issues and what goes into the decision process. As the CMO, you need to be the voice of the customer at the leadership table, so you have to listen to these voices and understand what they're saying.

As the CMO, you need to listen to the voice of the customer to understand what they're saying.

Can you give me an example of when you needed outside insight to meet a challenge or solve a problem?

At Aetna, we tended to need outside insight when we were entering markets that we did not know so well. For example, there's a segment of the healthcare market served by both Medicare, which primarily serves people 65 and over, and Medicaid, which serves low-income Americans of all ages. There are a lot of complications serving those populations. The government provides a lot of support if you can do that well, but you really need to understand those markets, not just what they need, but how to sell to that segment across different geographies. So, to understand how to best expand into that, we tapped outside experts who were already embedded with those populations. Some of them were people already offering social services to those markets.

Are there any last thoughts on insight vs. information that you'd like to share?

Yes! When you're using data to make comparisons, often they require a level of insight that the data and information cannot reveal. Whether it's a comparison between Company A or Company B, or Product A and Product B, you need to talk to people or get a degree of insight and granularity to really understand not that just the data and information says there is a difference, but why. Use the information as a starting point to then go and get the insight.

INFORMATION AND INSIGHT: A THOUGHT EXPERIMENT

Imagine an analyst firm in the early part of this century. The scene is set on the fourteenth floor of an office tower in downtown Boston. The analysts themselves occupy an outer ring of offices, with half of them having a view of downtown Boston, the other half having a view of Boston Harbor. The analysts are experts in their respective fields: CRM, supply chain management, or workforce management (to name a few).

Some of these analysts have storied careers, while some are former journalists with no experience in their field but experience reporting on the industry they now analyze. In the early 2000s, the firm has an ivory tower sort of feel. The analysts are collegial and speak with the confident knowledge that they are well-known and oftentimes respected in their industry.

In one of those downtown-facing offices, the storage solutions analyst has a glass-framed legend on the wall: “Learn it in the morning; bill for it in the afternoon.” Impressive, but not the kind of sentiment that produces real *insight*.

This analyst firm claims that it produces “actionable” data, but the data that goes into a report already has a date stamp. The data that the analyst codifies into information probably has some insight that is truly actionable. If the analyst can bring that insight to their client, then the analyst has indeed contributed.

But often there is no substitute for experience. Only someone fully immersed in a topic for many years can truly know it from the inside out. You can’t ask a question of a block of information (which is what our imaginary analyst produced); you just have to trust the information.

One of the analysts had a motto: “Learn it in the morning; bill for it in the afternoon.”

ON THE NATURE OF TRUST

But why trust? The old-fashioned “learn it in the morning; bill for it in the afternoon” credo is a recipe for bad decisions. Our imaginary Boston analyst firm produces multipage reports that they hope carry enough weight to produce the “thud factor,” a metaphor for the sound a report would make if dropped on a table (even though these are PDFs). The thud factor is also a metaphor for *dependability*. Look at the length of this thing! Imagine how much work it took to put it together! The thud factor was an attempt to earn your trust.

But the thud factor opens a host of questions about the report itself. How was the information gathered? Who put it together? What methodologies were used? How much of this is relevant to me? You'll likely get only \$300 value from a \$1,300 report. The rest is background material. This is information as we defined it above, facts provided or learned about something or someone. And that's as far as you could, or should, trust it.

We're not saying that reports like this can't be trusted or aren't useful. They can be and are. But they're not an end in themselves. Reports with a thud factor can carry a lot of weight, often through the imprimatur of their organizations. A powerful brand name attached to information lends it credibility. But even credible information cannot fill all the gaps in your understanding of an industry. Instead, it will reveal what you don't know. It will create new questions.

So, it follows, what will answer those questions? Where should you put your trust?

ON THE NATURE OF INSIGHT

We have defined *insight* as “the capacity to gain an accurate and deep intuitive understanding of a person or thing.” But let's go deeper for a moment. One of the first instances of the word *insight* in the English language is likely in Layamon's *Chronicle of Britain* (ca. 1190-1215), where it appeared as *insiht*, and could be defined as “[a] glimpse or view beneath the surface; [the] faculty or power of understanding the inner nature or character of something.”¹ For our purposes, it bears repeating: “understanding the inner nature or character of something.”

Let's return to the Beatles. We could literally read 100 books about the Beatles, listen to every record and outtake, and watch every film. We could quote history, lyrics, and anecdotes, but we could never tell you what it felt like to be a Beatle. Currently, only Paul McCartney and Ringo Starr can do that. They're the only ones left with the necessary *insight*.

Yo-Yo Ma, too. His deep experience gave him the muscle memory to play the notes on the page, but also the ability to see deeper truths, the ability to see why something is working and how his mind and body react to that. He learned how to make the music his own.

The same holds true in the business world. Let's say you want to know more about a specific market before you invest. What do you really need to know?

How do you get from information to insight? It's easy enough to do more research. Google is a powerful way to collect a treasure trove of information. Your immediate colleagues also have experiences that can likely help. But no matter how hard you try, when you collect and collate information within your organization, you risk infecting any insight with bias, making it useless for smart decision making.

In a conversation with GLG Network Member and the founder and President of The AIM Institute, Dan Adams, about this topic, he mentioned the book *Talent Is Overrated: What Really Separates World-Class Performers from Everybody Else*. In the book, author Geoff Colvin says that becoming a “world-class” expert requires deliberate practice. Taking it a step further than Gladwell, Colvin says that this is more than just repeatedly doing

I can't tell you what it feels like to be a Beatle. Only Paul McCartney and Ringo Starr can do that.

1. Chambers Dictionary of Etymology, Ed. Robert K. Barnhard, 1988

something but also thoughtfully examining your performance — where you plant the pole vault, the angle of the bow over the cello strings, how a marketing campaign or product resonates with its audience. An expert has reckoned with both their successes and failures and learned from both.

Dan identifies two pieces here:

- **Observation:** What is it I am learning? By repeatedly doing something, you know the task inside and out. Here, you're gathering information.
- **Implication:** How do I apply what I've learned? You've confronted and are prepared for nearly every variable and are even equipped for the unexpected. Here, you're developing insight.

Imagine you are a plastics manufacturer, and you're losing market share to your competitors. There's only one way to find out why: ask your customers. You conduct a voice-of-customer interview, and your customers say the plastic they use needs more abrasion resistance. You now have an observation (information) on which to uncover insight. The "work" begins as you convert this into an implication (actionable insight). You ask probing questions that only a customer could answer:

- Which applications require more abrasion resistance?
- How much more abrasion resistance is needed?
- How would this impact your business? Could you enter new markets, sell a premium product, etc.?

Why do you need both information and insight to make smart decisions? Insight requires information upon which to operate. Information is the "raw material" needed to begin developing insight.

As Dan told us, that's why the college graduate you just hired lacks expertise: they haven't accumulated nearly enough information yet.

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A Conversation with Dan Adams, GLG Network Member and founder and President, The AIM Institute

THIS CONVERSATION HAS BEEN CONDENSED AND EDITED FOR SPACE.

First off, how do you define insight?

I define insight as information that has been made actionable. There's an "aha" factor to it. If the insight is very powerful, it's probably something that is not immediately obvious; it's not merely an observation. An insight can transform the way you look at the world around you: "Oh, I can turn that into something of value, a new product, a new message, a new piece of advice, anything that can guide me down a better path." So, if I were to use three words to define insight, I'd say: novel, actionable, and valuable.

You may have already answered this question, but I'll ask it anyway to see if we can tease out any nuances. How would you describe the difference between information and insight?



Information by itself is not valuable. It's not actionable. I don't know what to do with it. And that's because it hasn't yet been subjected to the workings of the human mind. Information has potential though. Information is like a seed that hasn't been planted and watered; it hasn't been brought to life yet. Once we focus the human brain on it, when we consider and evaluate the information, give it shape and context that can be acted upon, that's when it becomes valuable insight.

Information is a seed that hasn't been planted and watered; it hasn't been brought to life yet.

Would you say that information needs to be interrogated or questioned?

It does need to be interrogated. It also needs to be challenged. There's a conversion process from information to insight. It takes work. It doesn't come easily. But here's the part that's interesting: if that information-to-insight conversion process takes place within someone's domain of expertise, they're going to be more effective and efficient at it because they have a more powerful frame of reference. The more often you convert information to insight, the better at it you get. It's a virtuous cycle.

Let me give you an example. We've been telling our clients how to interview their B2B customers for years. So when somebody introduces a new methodology (which for our purposes is new information), I immediately apply a B2B filter: Does this make sense for B2B vs. B2C? Now I am interrogating this new information...the new methodology.



I know where B2B pitfalls and advantages lie, what will likely work, and what will likely fail. And I know this simply because I've been converting information into insight in this domain for a long time.

Can you give me an example of a time you needed outside insight to meet a challenge or solve a problem?

Yes, we teach our clients how to do in-depth interviews with their customers in a targeted market segment. One of our clients had many possible markets to pursue but didn't know which would be the most valuable. They had a high-level research report that told them that market X had hundreds of millions of dollars potential, but they lacked all kinds of insight on market trends, key players, etc. I recommended that they go to GLG and ask them to do broad-based interviewing and basically screen the markets to identify the most viable opportunities, effectively converting information into insight. After that, we step in and train our clients how to take it to the next level and harness and apply that insight.

Do you think the impulse of decision makers is to fall back on institutional knowledge? And at what point is that not enough?

We all do this, falling back on both institutional and personal knowledge. It's the first subconscious reaction we have when confronted with a decision: What in my experience can I bring to bear on this? What's the normal way our company does this? These aren't bad impulses, but we really mustn't stop there. We can start with what comes easily to us, but we should never *finish* with it. That's where we need to interrogate information. Where did it come from? Why do we think it will apply? How will it apply?

Let me give you an example. There's a wonderful book by Eric Ries titled *The Lean Startup*. It's a great book about product design, minimum viable products, all of that. One B2B company, perceiving value in the book, launched a massive effort to train 35,000 people in its ideas. They just accepted it without challenge and missed the point that that book was written around consumer products. They told their people to quickly deliver minimum viable products to their customers when they *should* have told them to go out and have intelligent conversations with their B2B customers first to understand their needs. Instead, they often insulted important B2B customers with ill-conceived prototypes. It would have been far better to listen to these important customers, engage them with good questions, and return later with prototypes their customers had inspired.

For me the bottom line is this: expose myself to lots of information, and then do the hard work of converting it into insight. This isn't easy. It means being willing to challenge what I *thought* was true, being uncomfortable with ambiguity until the insight coalesces, and then do it all over again as I meet new information. Not easy, but surely worthwhile.

Insight means being willing to challenge what I thought was true until insight coalesces.

THE ANATOMY OF A SMART DECISION

LET'S TAKE AN EXAMPLE STRAIGHT FROM GLG'S RECORDS.

One of our clients, a private equity (PE) firm, was conducting due diligence about acquiring a cloud management solution used by managed service providers and enterprises. Our client could complete much of their due diligence on their own: financial and growth analysis, the company's current practices and policies, an assessment of the company's assets. This is just some of the information a traditional PE firm compiles about a target company, without regard to its industry.

But in a volatile industry like cloud technology, this information isn't enough to pull a multimillion-dollar trigger.

They wanted to understand:

- Total addressable and serviceable market size estimates
- Competitive positioning, threats, and M&A trends
- Customer dynamics, key purchasing criteria, stickiness, and demand drivers

These are only three bullets, but contained within them is the need for a *universe of insight*.

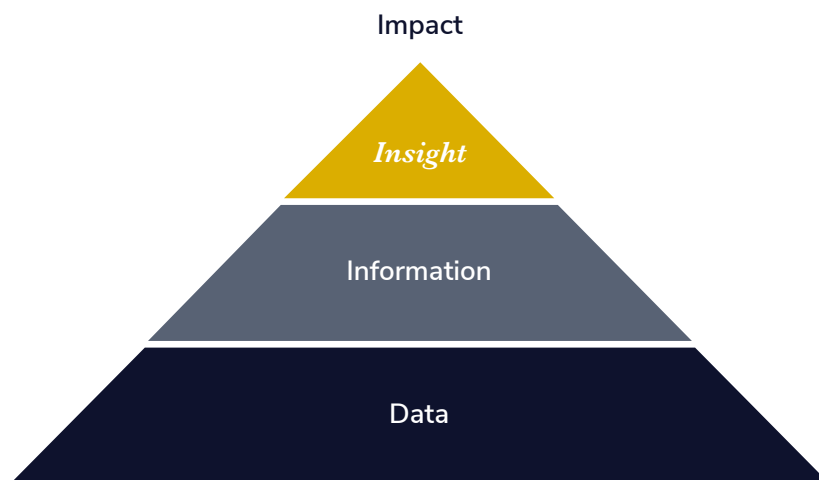
With only two and a half weeks to deliver what the client needed, GLG built a research team led by a former Microsoft executive with 30 years of experience and a former commercial due diligence consultant from a top-tier firm. By combining GLG's screening tools with their own expertise, the team identified 10 experts to participate in expert calls that could drill down into cloud technology competitors and customer perspectives. These insights were supplemented by a survey of 100 carefully screened IT decision makers to ensure they had influenced or made cloud tech decisions for their companies.

It's important to stress that the combined experience of everybody who participated in this research, from the leads to the 10 experts on the calls to the survey panel, amounts to orders of magnitude more than Gladwell's 10,000 hours. **The aggregated insight from this endeavor gave GLG's client enough confidence in its thesis to proceed with clarity and make the acquisition.**

THE HIERARCHY OF INSIGHT

In 1943, the psychologist Abraham Maslow published a groundbreaking paper, “A Theory of Human Motivation,” which introduced his famed Hierarchy of Needs to the world. He envisioned this as a pyramid. The physiological needs (air, water, food, shelter, etc.) that form its foundation are needs that must be met as we move up the pyramid to self-actualization, where you are living at your highest potential.

There is a similar hierarchy that leads to insight. In all the above, we’ve discussed insight and information, but now we need to discuss the bottom of this pyramid, data.



Data, defined as “facts and statistics collected together for reference or analysis,” forms the bottom of our pyramid. It is obtained from both primary and secondary research. Data is unorganized, a collection, merely an “individual unit that contains raw materials which do not carry any specific meaning.”² It is essential for decision making, but it is not sufficient for decision making.

In the previous example of the private equity firm investigating cloud computing technology, prior to their deeper research, they had assembled an array of data. Their experience helped them process and organize that data into a meaningful context (information),³ but the result left them with questions they could not answer. They hadn’t yet reached the top of this hierarchy.

As GLG Network Member Dan Adams put it, “Information is necessary, but not sufficient.”

2. *Difference Between Data and Information*, <https://byjus.com/biology/difference-between-data-and-information/>, Accessed 5/18/2022

3. *Ibid.*

“Men occasionally stumble over the truth but pick themselves up and hurry on as if nothing had happened.”

—Winston Churchill

Information is plentiful and easy to obtain. “We’ve all met people who have gathered a great deal of information over their lifetimes but done little with it.” They simply haven’t done the work that can turn information into insight.

For the decision maker seeking insight, Dan recommends two tasks:

1. **Immerse Yourself in Information** — A lot of it. Read the best business books, seek advice from your most respected business colleagues, do the research you need to build the foundation of the pyramid.
2. **Interrogate That Information** — Reflect on the information you’ve read and what you’ve gathered and challenge it. If you can’t challenge it yourself, find somebody who can. Talk to someone who’s been in a position like yours. What did they do? What challenges did they face? Tap into their expertise and let it help guide you.

There are two reasons that insight appears as the smallest point at the top of this pyramid. First, insight is rare but powerful. Data, by contrast, is plentiful but weak. Second, insight is built on the foundation of both data and information. Those two things can only strengthen the insight you eventually gain, but they cannot replace it.

Insight takes hard work. It cannot be replaced because it’s the only element of the pyramid that has impact. Insight is the transformative element, the catalyst that creates a change in your knowledge, making you different from before. Insight does more than inform you; it lights the correct path in front of you.

True insight will have at least one of these impact characteristics:

- It resolves your questions or addresses your challenges, often in unexpected ways.
- It helps you decide to progress, change direction, or stop a project if necessary.
- It elevates you and your team, opening doors and displaying new perspectives.

Stefan Schmelcher, GLG’s Global Head of Research Solutions, stresses this point. Insight happens only in the context of experience. When insight is applied, it has an impact that can be measured and evaluated; then you can learn from it and glean your own insights.

THE ANATOMY OF A SMART DECISION II

LET'S TAKE ANOTHER EXAMPLE FROM GLG'S RECORDS.

Consulting firms are aggregators of both data and information. They excel at synthesizing and organizing that information. But as we have seen, such synthesis leads to questions. **When a consulting firm client came to GLG, they came with questions they needed to answer to provide a full solution for their clients.**

The consulting team wanted to help their client determine an optimal offer structure for a tax and accounting tool. They wanted to understand what prospective customers would really want from an accounting tool and how much they'd be willing to pay. Although the consulting team had conducted deep market research, this insight could be obtained only by connecting with buyers of similar accounting tools.

GLG connected the consulting team with a buyer of tax and accounting tools to discuss the features they consider most valuable about the type of tools they currently (or had previously) used. We followed this up with a survey of 200 buyers of tax and accounting solutions to develop customer segmentation recommendations, a ranking of feature preferences, and their customers' willingness to pay for an ideal product.

The consulting team gained insight into barriers to purchase and pain points by customer segment. They calculated the optimal premiums to charge for tool features and a range of acceptable price points. **They then used this insight to provide their client with three offer structure recommendations.**

INSIGHTS ARE HUMAN

Here's the thing. When we talk about data, we're talking about raw analytics, facts, or statistics. Technology, for example, produces torrents of data, much more than can be contextualized and put to use. Information is where a human being brings order to disparate data.

Many marketing teams claim to be data-driven, but to us that's jargon. Data itself is incomprehensible until it's put into context. What these marketers really mean is that they're *information-driven*. They've observed the data, digested it, and acted upon the information they've gleaned.

And then they know the result. Numbers don't lie, but experience is key. Without experience, or insight from those who have come before, numbers can *mislead*. Despite the information marketers have in hand, their actions should be different for each individual market. They acted on the best information they had. But did it succeed? Fail? What could have been done differently? How many experiments did they run based on their information?

The results of their work gave them *experience*, which provided a context in which they could evaluate their successes and failures. This context allowed them to interrogate the information that their metrics were showing them, delivering the insight they needed to make the best decision next time.

Converting information to insight is an "always on" process. In our conversations with David and Dan, we talked about the need to be "always on." Information has always come at us quickly, and now it comes faster than ever. We can't do it all ourselves. We often need help to extract the signal from the noise, but it's essential that we do so.

In Samuel Beckett's novel *Worstward Ho* there's a famous line: "Ever tried. Ever failed. No matter. Try again. Fail again. Fail better." Beckett, it could be argued, was a positive pessimist. His character in this book gets knocked down but gets up again, probably only to be knocked down again. But at least they won't make the same mistake twice. They'll just make another mistake. Beckett's point is that, ultimately, they'll learn from it, and next time maybe... *just maybe*, they won't fail.

Oddly enough, this is a solid definition of insight. If we can talk to those who have been knocked down, we can learn from them. We can avoid their mistakes and learn from their successes. For marketing teams, technology can provide data that no human being can provide. But often, technology can act as the channel through which decision makers can access human insights. This opportunity to get insight from other human beings, those who have come to the same crossroads where we stand, is invaluable.

"Ever tried. Ever failed. No matter. Try again. Fail again. Fail better."

—Samuel Beckett

THE GLG DIFFERENCE

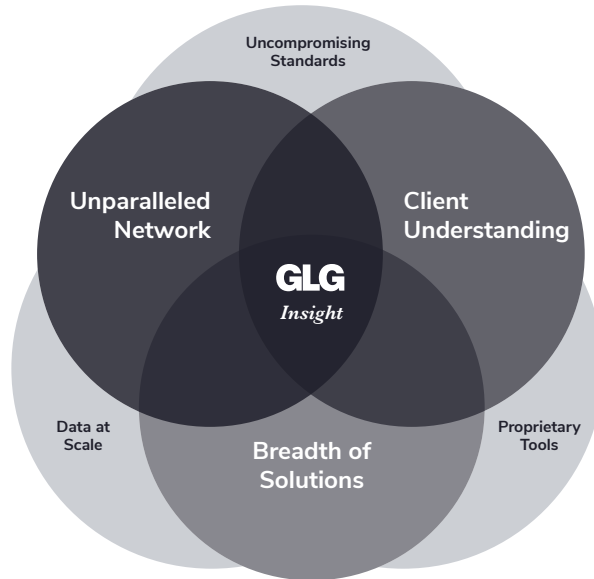
Every business has questions or faces decisions that can mean success or failure. Business leaders understand that there is a continual need for data and information to help them understand markets and customers and inform their decision making. It's easy to obtain data and information, but smart business leaders know that they need a competitive edge to make the best decisions.

The GLG Difference sits at the confluence of these circles, uniquely combining these elements — supported by our pillars: Extraordinary Expertise, Precise Matches, Thoughtful Partners, Diversified Solutions, and Uncompromising Standards.

As The World's Insight Network, we're not just the first, biggest, or most varied. We help our clients view the full picture and enable our Network Members to actualize their insights in ways others cannot. GLG is powered by our people and platforms, propelled by vast data that gives GLG its edge in precision and breadth of solutions and experts. When you work with us, we thoughtfully use our proprietary tools to apply our full force, ensuring that the insight we uncover and share is both valuable and safe by applying uncompromising standards at every step of the decision-making journey.

The GLG Difference is the kind that inspires confidence.

The GLG Difference



WHY IS GLG THE WORLD'S INSIGHT NETWORK?

OUR UNPARALLELED NETWORK: GLG is possibly most well-known for pioneering the expert network space. As a result, our network is the most robust among its competitors. And, while many members of our network work exclusively with GLG, others belong to our competitors' networks as well. But it's what happens next after recruitment that allows us to stand on pillars such as extraordinary expertise and precise matches. Without the context of the other circles, you'll be tapping information, not *insight*.

UNDERSTANDING CLIENTS: GLG's clients are supported by our thoughtful partners, our teams well versed in the industry that matches their needs. With our internal expertise in healthcare, technology, industrials, private equity, etc., combined with our proprietary matching technology, we can connect them with the experts they need to make the best decisions.

RESEARCH EXPERTISE: It's easy to find a research firm to help you construct and field a survey, for example. But again, they lack the other circles in this diagram that support our diversified solutions. A survey removed from the context of an ideal, hard-to-reach panel or the industry expertise required to analyze and synthesize in the context of real-world experience can produce only data and information.

***Insight* requires all these circles to work together.**



The World's Insight Network

Powering every great professional decision.

How We Help

GLG identifies expert witness candidates for our law firm clients from our screened network of approximately 1 million Network Members. When clients come to us with expert witness opportunities, we quickly connect them with members whose experience best matches the need.



GLG Member Interactions

GLG Member Interactions connects you directly with experts in specific topics, businesses, or industries through calls, private meetings, placements, or expert witness services. This direct access helps you gain powerful insights that can drive better decisions.

- GLG Calls connects you with trusted experts for a one-on-one, translated, or multiparty call.
- GLG Private Meetings lets clients meet with experts face-to-face or virtually.
- GLG Placements brings industry professionals directly to you so you can quickly get your team up to speed with deeper expertise.
- GLG Expert Witness Services enables litigators to engage an expert throughout the litigation life cycle.



GLG Surveys

Whether you need to evaluate entry into a market, quickly test a new idea, or optimize your messaging, our experienced team of quantitative researchers can help you reach the right groups and execute surveys that meet your research objectives on your timetable.

GLG Surveys assembles trusted samples from the world's most diverse source of first-hand B2B expertise, so you can quickly field-test your hypotheses or gain deeper understanding.



GLG Integrated Insights

Leaders face countless critical decisions with limited time and resources. GLG Integrated Insights engages our experts for longer-term and more in-depth engagements, so you can efficiently draw on relevant expertise.

GLG Integrated Insights combines several offerings, applying our best-practice quantitative and qualitative methodologies to address your broader needs, all led by a team member with deep industry knowledge. Our work includes fully managed market assessments, due-diligence studies, competitive landscape analyses, brand analyses, and voice-of-customer studies.



GLG Qualitative

GLG Qualitative provides you with in-person or virtual focus groups, workshops, discussion panels, moderated calls, or other insight-gathering experiences with Network Members — harnessing the power of a live interaction to support your research objectives.



GLG Events

When market-moving news breaks, you need fast and relevant insights. GLG Events brings the world's leading voices together to share perspectives and discuss industry trends and implications through virtual and live roundtables, webcasts, teleconferences, and other interactive conversations.



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