



Minutes from Quarterly CRE Meeting
June 15, 2017
Convene Conference Center
101 Park Avenue at 41st
NY, NY 10178
Pershing Hub

Members in Attendance: Kathleen Bohan, Cheryl Brink, Jon Cogan, Pete Doe, Paul Donato, Janet Gallent, Hadassa Gerber, Buzz Knight, Pat Liguori, Annette Malave, Dan McDonald, Billy McDowell, John McMorrow, Debbie Reichig, Stacey Schulman, Robin Thomas

Present by Phone: Brad Adgate, Ann Casey, Keenan Pendergrass, Ceril Shagrin

Also Attending: Mark Braff, Shelley Drasal (by phone), Lea Epstein (Nielsen), Christine Pierce, Dave Poltrack, Jonathan Steuer (OmniCom), Horst Stipp, Emily Vanides (Nielsen) Richard Zackon

Absent: Tim Daly, Sara Erichson, George Ivie, Howard Shimmel

Opening

Billy McDowell called the meeting to order at 12:33 PM, The opening question asked was “As we prepare ourselves and our companies for the transformation in media and research, how should we develop our skills, our knowledge, our practices, our thinking, our social networks and our staffs?” Responses are located in the appendix.

ARF Review

Horst Stipp began by saying that once people got over the shock of being in New Jersey things went well. We addressed measurement models, data quality, privacy and ARF’s research on how advertising works.

Paul Donato said he appreciated the session on blocked change. Pete Doe added some kind words about the ARF meeting and about New Jersey. Richard congratulated Horst and the ARF for the conference. He added that he heard an idea at the conference offered by Jonathan Steuer of Omnicom and he invited Jonathan to this meeting to present it to the CRE.

A Research Idea: Jonathan Steuer, Omnicom

Jonathan Steuer began by identifying the challenge that we don’t know what is in the data mix for targeting and measurement data. He offered a potential solution analogous to nutrition labels

on food products. We could get some basic comparable metrics. He is advocating some type of standard disclosure about the data: is it a sample? Is it a probability or convenience sample? Is it matched to other data sets? Is it privacy compliant? How can I use it? It is an issue that a cross industry team like CRE might be poised to take on.

Richard asked who might be interested in pursuing this topic. Horst noted that data quality and transparency is a passion for Scott McDonald and the ARF. Dan McDonald of the NAB also expressed interest. Pat Liguori said she is interested in joining the committee as well as Paul Donato. Christine Pierce, Kathleen Bohan, and Pete Doe also volunteered to serve. Richard thanked Jonathan and believes we have some traction. Jonathan thanked the CRE for the opportunity. Horst added that the type of data guide that is being considered would be useful for media journalists and well as researchers.

Audio

Buzz Knight reported continued progress with RTI on the CRE framework for hybrid measurement for Local Market radio listening. We are on a second draft of the white paper and he reported excellent communication and collaboration with Nielsen. Christine Pierce asked whether the paper looks at potential sources of error and Buzz assured her that it does. Billy is looking forward to the project's completion.

Big Data

Stacey Schulman reported that she is excited because the Big Data study with Gerard Broussard is complete and a webinar has been delivered to the Council. A press release and a public presentation are in discussions. Richard said we are considering an event that would feature RTI's audio project, Gerard Broussard's Big Data project and Sequent Partner's ROI project. We are planning the event for August or September. It would be a geek day and Stacey Schulman did not object. AIG has been ecstatic with the results. ANA and IAB were also very impressed with the study. The committee is considering where it goes next, perhaps other categories. Christine expressed concern about the lack of transparency from the data modelers. Stacey shared her concern and said that is why additional research is necessary. Richard acknowledged Stacey, her committee and Gerard for completing this tough project. Billy congratulated them as well.

ROI

Dave Poltrack reported that the ROI committee has completed its work on the initial marketing mix modeling project and thanked Paul Donato and Nielsen for their cooperation. He also acknowledged Jim Spaeth and Alice Sylvester from Sequent Partners. The study was also presented at the ARF conference earlier in the week. The committee is now ready to look at the future. Dave saw three possible areas for next steps. 1) we can build on the basic findings that left unanswered questions, 2) we can wait a bit and see what emerges from this enlightening work or 3) we consider whether this committee remains as a standalone or be integrated into other CRE work. Finally, Dave said he looked forward to participating in Data Day. Richard congratulated Dave for the body of work his committee has offered at ARF events in 2013, 2015 and 2017. Pete Doe asked whether the work is ready for Insights to Practice. Paul Donato replied that some effort will be required to engage the "distant cousins" in market mix modeling.

Data Quality

Pat Liguori reported good progress on the non-response bias study, 81% completion rate for original participants, 44% for refusers. There are still a few weeks left in the field. We will be increasing the number of attempts for refusers from four to five and decreasing from participants from four to three. We may also offer an increased incentive. Emily Vanides inquired about the inclusion of teens. Christine replied that all household members are enumerated but she wasn't sure if teens were specifically measured and said she would follow up.

Neurometrics

Richard spoke for the committee and noted that the study was complete, reported at the ARF on March 21st and a review meeting held in Oldsmar on April 6th. There is a webinar planned for June 20th with about 400 people signed up. Howard says that they are planning next steps in July.

Return Path Data

Cheryl Brink reported that the Return Path Data Committee had not met and she is considering integrating her committee with John McMorrow's Local Measurement Committee as it looks like their work will align.

CRE Finances

Richard reported that he has not been receiving regular spending reports. From what he has seen, there remains about \$500,00 for new research.

Media Consumption and Engagement

Janet Gallent brought two proposals to the Council, both of them designed as foundational research for a 2018 Video Consumer Mapping-like study. The first is qualitative research with a company called Sound HQ and led by Heather Coffin who we worked with when she was at GfK. It is designed to capture the language consumers use when they talk about TV viewing behaviors. Consumers, 15-64 will be presented with story boards and talk about what they see. \$56,000 is requested. The Council approved the proposal.

The second proposal is for two white papers by Betsy Frank and Tim Brooks. The first is to review CRE studies since the VCM study. The second is a literature review of studies in the past five years that will help us identify appropriate methods for a 2018 VCM-like study. The second proposal was also approved by the Council.

Local Measurement

The committee is looking at two possible studies. One focuses on Out of Home, the other combining multiple sources of data. John looks to come back in September with a proposal on one of the studies.

Futures

Debbie Reichig is now leading the Futures efforts and she reported that the futures committee's mission which is to envision marketplace needs for media measurement in the next decade to

inform the industry and guide deployment of CRE resources. The committee has identified four broad topics: tech advances, data and measurement, transactional buying/selling, and regulatory. The committee is looking at a meeting in the Fall to address tech advances which will include brief presentations and break-out discussions. Sub-topics under tech advances include: VR & AR, ATSC 3.0, IoT, LTE 5G, OTT, IP convergence, Connected TVs, vMVPDs, Auto content recognition (ACR), AI, Transformation preparation, Voice activation.

She estimated that the cost would be about \$25,000. Pete Doe expressed the importance of ATSC 3.0 and John McMorrow noted that Sinclair is very big into that technology. Paul Donato said Nielsen also had points of view on ATSC 3.0. Christine Pierce noted the importance of block chain technology. Pat Liguori added the importance of voice activation such as Alexa. Richard suggested that the Council could vote by email on the expenditures when Debbie has a particular proposal.

Steering

Charter Stacey Schulman reminded the Council of its discussions at the previous meeting about the CRE mission statement. The Steering Committee devoted an entire meeting to the question and decided that we should not change it at this time. We are willing to revisit if there are strong opinions to the contrary.

Membership The Council can have 40 members but currently only has 22. A key question is which committee should be responsible for recruiting members. The Steering committee vets members before a Council vote and Richard questioned whether the committee that vets members should also recruit members. Communications is a possible alternative committee and so is Diversity or we could have a separate membership team. Stacey added that maybe it should be everyone's responsibility. Emily asked why there has been a decline in membership. Richard offered two explanations. One is a decline of senior level researchers and second is that demands on people's times in their day jobs has significantly increased. Stacey added that there have also been mergers in our industry.

The Steering Committee supported the candidacy of Christine Pierce to replace Paul Donato as one of Nielsen's representatives on the Council. The Council voted Christine's membership without opposition.

NDA The Steering Committee invited Lea Epstein, Associate General Counsel of Nielsen, to help lead the discussion on NDA's for CRE members. Lea referred to a simple document which had been distributed to members which was designed to encourage transparency. The NDA is for both Council and Committee members. The contract is with the client company so there is no personal liability. Lea said she would be happy to speak to anyone's corporate attorney. John McMorrow asked if it could be electronically distributed. Hadassa Gerber asked about how this NDA relates to other NDA's for Nielsen committees which are much more restrictive. Lea replied there is no conflict. The current NDA is a minimum and just says to keep information confidential. Non CRE NDA's will govern what happens on other committees. Richard suggested that if there is a question, you might check offline with Nielsen to see what can be disclosed. Hadassa said that she now understands that the stronger NDA trumps the lighter one. Hadassa suggested that Nielsen might revise its other NDAs to clarify how they operate with the CRE NDA and Lea said she could raise that question. Pat Liguori was also concerned and said clients often forget where they heard things. Cheryl Brink raised the question of return path data for which information has been very restrictive. Lea acknowledged that Nielsen is subject to additional restrictions on third party data. Lea said they will try to facilitate permission in the future. Hadassa also noted that there are members of CRE committees that do not have a

seat on the Council that will also need to sign NDAs and Lea responded that was true. Richard suggested that the Steering committee lead the process in explaining the NDA to CRE and committee members and to create a one-page guide to explain. Stacey suggested that committee chairs might reach out to their members to prepare them for the NDAs and to learn from them what other Nielsen NDAs they might be subject to. John McMorrow said we can cross reference CRE committee membership with Nielsen committee membership to see what NDAs people have signed. Ceril Shagrin reminded the Council that there are also MRC NDAs. Billy asked everyone to take the NDA to their legal department and will give out instructions later this summer.

Insights to Practice

Pete Doe reported that the project initiation form has been extended to include Summary of Findings after the project. He acknowledged Buzz for being the first committee chair to complete it. The committee has not yet scheduled a meeting to review the Neuro findings as Pete and Howard have not been able to coordinate.

Pete is considering a retrospective of CRE studies although no progress has yet been made. Sequent Partners submitted a proposal to produce such a report for \$64,500. Janet suggested that the white paper that Betsy Frank and Tim Brooks are drafting will have some of that work in it.

Communications

Robin Thomas announced that she is now chairing the communications committee and Ann Casey remains on the committee. Robin then mentioned an initiative to create a rack card flyer to be available at events to give a sense of what the CRE represents. Mark Braff added the card is also designed to stimulate subscribership to the newsletter. Buzz suggested that the newsletter allow for convenience sharing of articles on social networks. Robin said it would be possible and Richard requested of Shelley to make it happen. Robin reported that we issued a press release to coincide with the data modeling presentation at ARF and also reported that we have increased our newsletter open rate to 32% by highlighting certain stories. Robin also informed the Council that she and Mark are drafting a communication strategy plan. Lastly, she shared data collected by Ann Casey on our website traffic rates. It shows how usage spike coincides with events. The members tab is the most highly viewed and New York is home to the greatest number of users. Hadassa suggested we promote new content. Mark commented that we do that but could do a better job.

Diversity

Annette Malave, the new Chair of the Diversity Committee, reported the committee had its first meeting. Committee members now include: Brad Adgate, Louis Chesney, Buzz Knight, Billy McDowell, and Keenan Pendergrass. Jennifer Newsome from Nielsen and Marsha Williams, KFDK, also have interest in joining the committee. Several aspects of diversity were considered at the meeting including ethnicity, age, industry sector, geography and style. Annette offered a proposed mission statement: A Council whose membership reflects the diversity of the Nielsen client base and which understands the diversity and is representative of the audiences we measure. Horst Stipp said it would be valuable for the CRE to consider special methodologies to reach minorities and diverse groups. Janet Gallent mentioned Dr. Cathy Cohen of University of Chicago who had spoken at the Media Insights and Engagement Conference and was a noted expert on the topic. Richard said he had already reached out to her and she had already

agreed to work with us. John McMorrow suggested that maybe we have internship fellows like the IRTS. Richard added that one of the ideas on the call was to do a survey of the research community to get a baseline of its representativeness. Pat Liguori suggested the CRE consider an effort to raise the profile of research generally within the industry which tends to be invisible. Hadassa suggested a two-minute video clip to be shown at industry events and shared with colleges to explain what research is and to encourage entrance into the field. Annette shared data from the Bureau of Labor Statistics which showed in advertising generally women represented 51%, black/ African Americans 4%, Asian 5%, and 12% Hispanics. In radio/TV/Cable the numbers are 33% women, 15% black, 5% Asians, 15% Hispanics. Dan McDonald said NAB might be interested in partnering if the CRE were to look at such research. Cheryl Brink spoke to the power of good creative in order to interest young people in advertising. Billy McDowell spoke to recent movies about data including Money Ball and Hidden Figures. Buzz Knight suggested a one-day data hack event for young people. Paul Donato suggested that the trades be encouraged to do more stories about research and research people especially the bright future of research. Pat Liguori suggested an article about where measurement is. Janet Gallent spoke to the necessity of positioning the relevance of our industry. Horst liked the idea of a video for young people but to be impactful it would be a big investment. Richard added one last note that Angela Talton, Nielsen's 'Chief Diversity Officer, will be attending the Diversity call.

Education

Richard began by saying rapid changes in audience measurement combined with challenges to traditional on the job training efforts have created an acute need to develop professional knowledge and skills. 75% of Nielsen clients look to the CRE for action, up from 55% in 2010 and 65% in 2013. He proposed creating educational opportunities for Nielsen clients and others to further their proficiencies as audience measurement professionals. The material developed can be used individually or as part of corporate research training programs. At a committee meeting held on May 15th there were two programs chosen for initial development: basic media math and a presentation master class. Richard would be responsible for putting the programs together and the fee would be \$24,000. Dan McDonald asked whether there were other resources already available in the academic world. Richard said that he was not aware of any similar, available resources. He added that there are more general Massive open online courses (MOOC) on quantitative topics and perhaps these more general MOOCs could be curated online. Hadassa suggested that we might consider a certificate for when participants pass various courses in the program and thereby broaden the training program. She proposed we might engage with other companies and think about the end game from the beginning. Richard said that might be a good next step. Jon Cogan suggested using the Kahn Academy as a model. Horst notes that the ARF has engaged in training in the past but has not specialized in the basics of measurement. John McMorrow suggested looking at Linda.com for a test format. Pete Doe noted Nielsen's wealth of internal online material. Dan suggested that the education effort be related somehow to the data labeling effort. Pat Liguori put forward the possible use of the Nielsen name. She also said that we should explore what's out there before we commit. Janet suggested some research on the topics. Hadassa agreed we should do more research. Richard's proposal was not accepted as the Council felt the need for more research. Richard asked how the Council would proceed and Billy said that no one has volunteered and we will table this for now. Annette Malave said she would make a couple of calls to see what was available. Dan McDonald also said he would reach out. Cheryl Brink said she would help, particularly about new media.

Nielsen Research and Development

In her update, Christine Pierce briefly addressed three issues. The first concerned Big Data. She discussed the differences between measuring devices and measuring people and referenced the use of device graphs to connect people and devices. She also supported an extension of the Big Data Validation study with an emphasis on mobile and a look at the accuracy and methodology of location data.

Secondly, she suggested looking at the growing adoption of Over the Top and virtual MVPD.

Finally, she raised the question of outlier behavior and detecting possible fraud. Dan McDonald asked Christine about the issue of outliers and the Audio PGC. Christine said that Nielsen is far along but there are still opportunities to improve it.

New Business

Richard offered an idea of possibly inviting millennials who work at CRE member companies so they could observe the conversation at a CRE meeting. It is intended to bring diversity and build leadership. Billy said we should try it. Hadassa proposed that depending on the agenda we invite them for part of the meeting.

Celebration

The meeting ended with an acknowledgment of Paul's departure from Nielsen. Paul was a founding member of the CRE in 2005. Toasts were made and everyone wished Paul the best of luck in the future.

Appendix-Remarks from Opening Question

Keenan Penderegrass: Keenan Pendergrass, Cox Media Group. I think it's better understanding the audiences and the various platforms that we're having to deal with now. Deal with the streaming and how to use...bring value to those different audiences and still capture ratings and generate loyalty in brands.

Richard Zackon: I'm going to do a little bit course correction. Thank you Keenan. But, when others reply, think about the changes over where you sit, not the changes out there where the audience is and the changes out there. Like, for instance, I need to learn a little more data science. Or, I need to find people who are competent at analytics. Whatever that is. But let's look over where we are. Who else we've got on the phone? Dave Poltrack, are you there?

Dave Poltrack: Okay, it's Dave Poltrack, and it's [inaudible – 34:33]. I, obviously, a lot of new skills that have to be learned and as you pointed out, keeping up with the application of data science for business is critical. And I [inaudible – 45:51] programmed [inaudible – 34:53] to make sure that our ongoing staff is brought up to date on all of these things. And, also, we look to them [inaudible – 35:05]. [Inaudible – 35:06] applications and is there potential [inaudible – 35:25]. That's a hot topic right now and we're immersing ourselves in that [inaudible – 35:34] how they see it being applied for the media [inaudible – 35:39].

That being said, one of my favorite things right now has to do with what I call planning for the future, but executing for today. And I think that the industry has gotten a bit ahead of itself in that it's looking at solutions that are five years away and not nearly concentrating on what we can apply, what new things we can apply right now to the execution of the media campaign of...the immediate media campaign.

So, it's, on one hand, we've gotten the training program to move, to look to the future, but on the other hand, while we want to make sure that people who are working for us are applying solutions that are relevant today.

Richard Zackon: Thank you Dave. So that you know, the phone was a little tough to hear. Maybe the location where you are or something on the phone, but it had a little trouble. If I can say Keenan had the right length, and Dave had the right content area. So, if we could combine those two attributes, it will be good. And Ceril, are you on the phone?

Ceril Shagrin: When Dave and I entered this business, our focus was no changes; don't change anything because a change will impact us. Now, everything is changing. What we measure, how we measure, how the data are used. And that will force us to know more than a surface understanding. We're going to have to dig deeper. We're going to have to understand the changes. We're going to have to understand the mission [inaudible – 37:42].

Richard Zackon: Okay. What I'm learning is I need to focus the question because the question is really, "How do we have to change?" That's really what I'm trying to get at. But thank you, Ceril. Brad, how do you have to change?

Brad Adgate: Yeah, this is Brad Adgate and I'm a consultant, I guess, right now. No, I think if you [inaudible – 38:06], I think that there's been a...there's going to be more need for staff in the years ahead, and I think that, you know, if you look in the agency side, there have been cutbacks because research is not a profit center. I think with all this information, with all this data, we're going to have to hire more people and we're going to have to kind of work on their skills. So, I think it really comes down to becoming a staffing problem. [Inaudible – 38:37] kind of in that same area of just having [inaudible – 38:41] and educate them and hiring qualified people.

Ann Casey: I know that there's a lot of echoing when speaking on the phone, but I'll just like to add that, Ann Casey from Weigel. And I think that the future, for me, how I have to

change is to be more open-minded; to learn more, educate myself on big data, and educate the people around me. I kind of agree with Brad that there is going to be more additional staff. But, basically, it's just learning as much as you can, embracing it, being open-minded, and very critical. And, that's basically it.

Pete Doe: Yeah, hi everyone. Pete Doe. I really thought you were going to go around that way. [Laughter.] Thank you for waking me up. I think we...I don't know if this is developing ourselves, but I think we just need to be very clear about terminology. And I think there's one word in particular that comes to mind and that is "audience." And it's very easy to confuse a digital audience with a TV audience, and think that digital is a thousand times more important than it really is. So, just always be careful about your terminology and wary of others.

Pat Liquori: Pat Liquori, ABC-owned TV stations. I echo what Brad said about research not being deemed a profit center and therefore when budgets are reviewed and head count is reviewed, research becomes a target.

However, when there's a problem with the numbers, all of a sudden, the value of research is multiple times higher.

As far as, I'm looking at the question, what I would be doing or am doing, I think, as Pete said, to differentiate or distinguish between the worlds of research and data science. Right now, data science seems to be the favored, you know, the fair-haired child and I don't think people distinguish between what a researcher does and what a data scientist does. And for my part, what I am doing is learning as much as I can about the digital side, the data science side. And at the same time, while I'm learning from those people, trying to impart to them what exactly research is, and how the measurement is evolving. This is...I see this as a period of transition that's very painful. It's a long transition. We were here, old research. I don't want to say "old research," but calm research where there weren't changes. LPM came in and made some changes and now we're here. And I don't know how long this period is going to be, but this is the most uncomfortable period, that if we get through it, I think we'll be golden for at least five minutes.

[Laughter.]

Hadassa Gerber: Hadassa Gerber, TVB. To me, growth is, and what I would like to do more of, is to set aside locks of time on a regular basis, scheduled in, that I could devote to thinking and assessing a particular topic, bring clarity to it, all the issues on all sides, and then share it, both internally and with my members.

Paul Donato: Paul Donato. Two weeks ago, I left Nielsen. Thirteen days ago I started my own company called Jatopond, which gives me a unique perspective because I'm starting from, kind of, ground zero and can shape things any way I want. I have a nice website. Please go to it. And you'll actually see the team. I've got a bunch of data scientists with a lot of skills. So, I don't think I have to really reshape that. I do want to address the "our thinking" part.

My first client is the National Air and Space Museum, and I'm working for the Board there. They asked me should they be doing focus groups anymore. And, I kind of, I don't know if I'm coining this term or if it's been used before, but "native research." They have an app that if you go to the museum, it gives you a tour and some things about... Native research. So, you take this tour and then you hit "next" to go to the next station. And why not put four points there from, sort of, not really appreciate the exhibit to really enjoyed the exhibit. And I'm not sure what the icon would be, but that way, every visitor at the museum is providing native research instead of doing focus groups. So, that's where my thinking is going; how to collect data natively.

John McMorrow: John McMorrow, Cox Rep, so Cox Media Group. But we're the quick sand of analysis to paralysis and find the current single metric Holy Grail.

Cheryl Brink: Cheryl Brink, Scripps Networks. And I get into the quick sand easily. So, one of my points was I agree with Pete on terminology. It's very important. You do kind of

have to dig in to the details of things because how social network measure things, for example, is very different from one another. But you also have to stay, and this is the discipline for me, [inaudible – 45:37] level to understand how all the platforms work together – TV, digital, hybrid. And then there's a communication skill that you really need because it's tough to really understand all of these environments, and you need to communicate with one another to dig in to the details and try to understand how they fit together.

Stacey Schulman: I'm Stacey Schulman, Katz Media Group. I run a couple of committees. So, I think that this is...I look at this question and I try not to feel like it has to be prescriptive so much as I think you have to be a little more internally focused about how much time you lose chasing every little detail and being a slave to the digital media and the constant headlines and everything else. And I find that it's harder and harder, as a practitioner, to make time and space to [inaudible – 46:47] and to explore because you're constantly just trying to catch up.

So, I think, the way that I look at this question is, actually, setting aside time in my day and my week, or making it a critical part of what I do. That I let myself be curious and explore and not be driven by the next thing that shows up in my inbox.

Annette Malave: Oh, I'm sorry. Annette Malave with the RAB, apologies. While, I don't take the time to read for leisure, I do read a lot of the trades and eNewsletters to understand the constant changes occurring. I need to expand my social and professional network to make sure that not only am I reading about it, but that I'm engaging in it and also exposed to it.

Buzz Knight: Buzz Knight from Beasley Media Group. For me, the key words, really, that pop out are curiosity, open-mindedness, experimentation, and maybe uncomfortable because the opportunity when you go through uncomfortable periods, things you're not as familiar with, really opens you up to new horizons and new territory. And I would emphasize, also, all about the thinking that's been said, Hadassa's words and Stacey. I think the time to think is critical. And I think that question wraps, really, into a bow, you know, almost promoting the CRE. You know, the curiosity and open-mindedness and the various projects. So, that's why I appreciate the CRE.

Debbie Reichig: Debbie Reichig from 20th Television. I don't have a pithy little answer to this because it's so big. So, I'm just going to address a small part of it. And I would say that, to me, a really important way to keep up with the future is to actually engage with it now. So, I think it's very important to actually be on Facebook and send snaps and get as involved as you can. We just had a presenter come teach our sales team how to use social media to help them sell, and I think if we do that as researchers, if we all connect and we share things and we use social media, I think that could be a way for us, one small way for us to stay involved and maybe a little ahead of the game. That would be my one thing.

Horst Stipp: Yeah, I'm Horst Stipp, ARF. One thing that I would highlight is we have to get to learn how to get along with data scientists. We have to really, sincerely appreciate what they contribute, what they have to contribute. And at the same time, I think we should try to convince them that we have something to contribute too. Because chances are, they know a whole lot more about big data and statistics and all of that. But chances are, also, that we know a whole lot more about the audience and about the consumer than they do. So, that's it.

Robin Thomas: Hi, Robin Thomas, WGN America. Currently part of Tribune Media. [Laughter.] This week. So, for me, I look at this and say I'm trying to remain open to changes, which I'm probably going to have and be focused on career-long learning and taking that learning, I think, researchers now are not just getting facts and research, we're also educators. Many executives in our organizations, they, if we are having a struggle keeping up with the changes in the industry and measurement, they certainly

are a step or two behind us. And so, it's really imminent and then for us to keep that focus on educating upwardly and our staffs.

Mark Braff: Mark Braff, PR Consultant for CRE. And, as such, I would say this question is probably above the pay grade of a PR Flack. So, I'll yield my floor time to Jon.
[Laughter.]

Jon Cogan: Jon Cogan, OmniCom Media Group. I'll echo a lot of what everyone else is saying. I mean you really need to be open. You really need to be curious. You need to educate yourself. I mean too long we've been relying on one data source and we really need to open ourselves up to learn as much as we can and to put into practice other data sources that are out there. The first step there is to learn and educate yourselves about what each data set brings to the table. And also echoing Horst's thought about the relationship with data science. Data scientists are great when it comes to the nuts and bolts of analysis, but they don't know a lot about media in a lot of cases. So, we can kind of bridge that gap. We're the experts in media and consumers. We can really help data scientists in that area.

Richard Zackon: Before Jonathan speaks, just so you know, I invited Jonathan. I didn't know him before the ARF Conference. He said something on stage that had me listen. Not that I didn't, of course, otherwise listen, but he said something that [Laughter.] And, so, he's here to present an idea, but Jonathan, do you want to respond to that question quickly? That would be good.

Jonathan Steuer: Sure. Jonathan Steuer from Omnicom Media Group. I think the right way to...[inaudible – 52:48] about this is to imagine what the future of media looks like and think about working backwards from that to build a transition plan around research data measurement that gets us from where we are today to what that future looks like. So, imagine that 10 years out or five years out version and work backwards from that to figure out everything from what metrics do we need in an increasingly audience-based TV world and figure out how to translate between data science [geekery – 53:26] and media mass to make that happen.

Dan McDonald: Dan McDonald, National Association of Broadcasters. At this point, as we're closing the loop here, I'm not sure if I have anything new to add. I'm going to echo a lot of what Jonathan just said, as well as Pete, Pat, and Robin, that if you've worn as many different hats in as many different places like I've had...some would say I change jobs the way other people change underwear, you get pretty comfortable with change. The one constant I've seen across all my different roles is the importance of story-telling. That being, we are the translators between the data scientists and leadership. Our joke is going to be, "We read so you don't have to." And that, ultimately, for everything that we can learn about new media and data science and research, that if we can't turn that into actionable end sights that can be used in both the day-to-day as well as long term strategic thinking, then, what we're doing is moot. You know, I guess, and counterintuitively, my advice to everybody would be to read as to remember your classical level education. Read as much as you can, write as much as you can; go see some good movies so you can tell some good stories.

Richard Zackon: Thanks. And Leah is from Nielsen and she's not part of our research community. She's an attorney, but if you have a response, you just go talk to us. Thanks for being here today. She's not...

Lea Epstein: I have a simple response. I could stand to learn more about research. It gives my job purpose. So, happy to be here.

Emily Vanides: Emily Vanides, Nielsen, currently. Ex-council member. So, for Nielsen, for me, I think it's about listening and learning from our clients more.

Kathleen Bohan: Hi, I'm Kathleen Bohan from Univision. Am I the last one? Okay, I'm done. [Laughter.] The only thing that I can really add to all of this is that I feel like with all the data coming at us so quickly, and those of us who work in large organizations with a lot

of different arms, you know, sweating the small stuff, some people live and die by the small stuff. On a daily basis, it's a game of inches. But we have to step back and figure out how all these new approaches fit together. And, for me, what's interesting is I feel like I'm going backwards. Because working for Univision, I'm talking to all these Big Data guys about how representative their sources are because there are...and since I'm doing [inaudible – 56:25] levels and don't always represent our audiences. So, I feel like I'm actually back in the '90s talking about representation.

Christine Pierce: I think I know what the question is. [Laughter.] So, I'm going to answer from a researcher perspective, at Nielsen in particular. I agree with Emily that we need to listen to our clients, but I think what's also most critical that we actually know how the data is used. So, there is data, plenty, and we have to understand how our clients are using the data in order to see if it's suitable for that use. So, I think that's something that researchers need to have a better understanding of.

Billy McDowell: Thank you. And I'll wrap it up. Billy McDowell, Raycom Media. One of the things we have done is re-structured. We used to have a lot of researchers at our individual TV stations across the nation, and I pulled a lot of those jobs and created a hub in Montgomery, Alabama, of all places. But we did hire people with specialties in digital and social and primary research and television, and some people I surround myself with to make me smarter in each one of the disciplines. I can lean on them for their expertise.

Richard Zackon: I think we've heard from everyone. As facilitator, I don't have to be original. So, I'm going to take from what I heard and it's about making time to be curious, to explore, and to engage. And, for me, that really is an answer to the question I had proposed.

Billy McDowell: Well done. Well, it's great to have everybody here today. We'll go ahead and start off our agenda this morning with, or this afternoon, with Horst Stipp, great mentor and friend from the ARF. Had a big event this week. You want to give us any sense of how it went?