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# EDITED TRANSCRIPT

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**Paul Ginocchio** *Deutsche Bank - Analyst*

## PRESENTATION

**Paul Ginocchio** - *Deutsche Bank - Analyst*

Okay, good afternoon. Welcome back. Thanks for attending the Nielsen Holdings presentation. I am Paul Ginocchio, the information and business services analyst for Deutsche Bank. It's my great pleasure to introduce Steve Hasker, with Nielsen Holdings, Global Product Leadership, both part of Watch and Buy; and Megan Clarken, Global Product Leadership, from more of the Buy division. Watch division, sorry. Watch division. So this conversation is going to focus a little bit more on Watch, just because of individuals with us today. Maybe I will just kick it off and open it to either one. Could you just maybe level set the crowd, where we are with OCR, some of the key milestones coming forward that we should be on the watch for?

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**Megan Clarken** - *Nielsen Holdings N.V. - EVP, Global Product Leadership*

So RCL is tracking really well. At the moment it's measuring about 11,000 campaigns. We have most of the major publishers and advertisers on board. The results are -- we are really happy with what we are seeing.

In terms of milestones coming up, it's a big and exciting year for us. So firstly, in the fall of 2014 we will extend the TV ratings to include viewing on mobile devices. So for the TV broadcasters who are moving their content across onto mobile devices, we will measure that, and it will be added to the TV ratings. So that's in the full season of this year.

And for publishers and broadcasters whose video content doesn't qualify for TV ratings, if you think about TV ratings are same commercial load for a period of three days, as was seen on TV, if you don't qualify for that -- so if you are digital first publisher like a Yahoo, like an MSN, like a YouTube, or it's after day three or you have dynamically inserted advertisements that were different to what you aired on TV, OCR today measures the advertising campaigns that are running in that environment, and we will extend OCR out to also pick up advertising campaigns that have run on a mobile environment. So the extension of OCR to mobile is coming out this year as well.

And lastly, we are also launching a sister product to OCR which we called digital program ratings, which will give the same GRP, so reach and frequency by age and gender for the content as well as the -- so OCR for the advertisements and DPR, digital program ratings for the content. And this was incredibly important so that the publishers, the digital publishers have a planning [solar], a set of numbers of which they can have a look at how their content is performing so that they know or have a pretty good guess of what their OCR results will be. So all that coming out through the course of this year. And to date everything tracking to plan. So we are pretty excited about the amount of movement that's happening in the space through this year.

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**Steve Hasker** - *Nielsen Holdings N.V. - President, Global Product Leadership*

It's probably worth adding one other comment about OCR to your question, Paul, which is -- and it was embedded in Megan's comments. OCR for us is two things. The first it is, it is a standalone measurement product for digital media. And we have publishers offering guarantees on the GRP's that come out of OCR. We have advertisers demanding guarantees. And we are very excited about it as a standalone product. It is also the system that we are using to underpin increasingly all of our measurements in both digital and audio, and we think will be the system that will be the currency across digital and audio measurement going forward.



And that's the [you solve], the IP, the protected IP around OCR, the relationship with Facebook and Experian and the way we tie all those things together. So as an investment that was made in 2010, we are starting to see both the benefits in the channel and product, the benefit in terms of measuring mobile video and migrating the TV ratings across into a mobile environment, tablets and smartphones, our viewing, and so forth.

And then, last but not least, we are going to do the same in the audio space, terrestrial radio into streaming audio. So in a sense, it's all of those things, and we are equally happy with it on all three dimensions.

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**Paul Ginocchio** - *Deutsche Bank - Analyst*

For people newer to the story, like myself -- I've only, I think, been covering you for a full month -- just remind us, is the OCR -- is that a upsell? Or is it a separate product, or is it a separate sale? Or is it just increased pricing for those who currently are getting all the other (inaudible)?

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**Steve Hasker** - *Nielsen Holdings N.V. - President, Global Product Leadership*

So, it's a separate sale or a new sale to the advertiser and the agencies and to the digital publishers. It is, in a sense, additive to a contract, to the long-term contract for a TV network, be that a broadcast or a cable network.

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**Paul Ginocchio** - *Deutsche Bank - Analyst*

And what are some of the biggest challenges? Is all the development for online video consumption in smart phone tablets -- it's basically taking place in just the beta test customer or is there is anything really left to do besides roll it out?

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**Megan Clarken** - *Nielsen Holdings N.V. - EVP, Global Product Leadership*

So it's still being developed. We have what we call a SPK, which is the software meter, if you like, which gets embedded in the video players and video apps -- is in beta now. So the broadcasters and publishers are testing that code. And as they test that, then we get volumetrics back to us, of which we can compare with their in-house metrics. And that's the start of it all.

All of the calibration work that matches with Facebook, all of that, to Steve's point, already exists because it has existed for OCR. It's the same architecture as what we have used and is being used for OCR. So, it's a question of just making sure that as the data comes in from the SPK's that we are testing, it matches up. We are able to weight and balance that and use the TV panel to be able to take out any noise, add dimensions that Facebook might not be able to cover. But again, it's using that same underlying technology. So all of the foundations are in there.

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**Paul Ginocchio** - *Deutsche Bank - Analyst*

I did, over the last month, speak to a few media agency executives. And I think they typically always want things faster or want it yesterday, let's have this. But I think it's just they want all this product now because they want to -- it's in fragmentation. So have you heard that from them? And how do you -- is there any -- can you go faster?

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**Steve Hasker** - *Nielsen Holdings N.V. - President, Global Product Leadership*

We have heard it. And in a sense, we love to hear it because it's recognizing that what we've developed is valuable and will drive growth for the media companies and will drive better decision-making by the advertisers and their agencies. They -- as Megan said, from a product development standpoint, these products, the products that she outlined, are, by and large, built and are being tested firstly. Secondly, the testing has gone very well. There's nothing that we see that says we're going to come off track for the full TV season or anything like that. The responsibility, the privilege, the obligation that we at Nielsen have that some of the other measurement companies don't have is we inform the marketplace with the currency.

So, we are the basis on which \$70 billion or \$80 billion of TV advertising is traded today. And going forward, we think we will be the basis for all of the video advertising that's traded. The same for terrestrial radio and the same going forward for streaming audio.

With that comes a set of responsibilities but also a set of consultations that other players don't have to go through. And it's great for us because in order for that currency -- for the market to really coalesce around it, you need the buyers and sellers to agree on the metrics and the methodology. You need the MRC to weigh in and accredit so forth. That is a very, very time-consuming, laborious process. But it's one that we think we are pretty good at honoring and serving. And it's one that we take very, very seriously.

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**Paul Ginocchio** - Deutsche Bank - Analyst

I think on the last call it was intimated that your relationship with Google could develop over time and that you have relationship now with the properties and able to track (inaudible). Can that relationship evolve even further from here? I see comScore made a big announcement and got a lot of press. Is there a first-mover advantage that they now have because they accessed the double-click data?

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

No, it is not a particular first-mover advantage. If you step back to why Google are important in the overall ecosystem and why they are important in the measurement space, they do two things. The first thing they do is they are a big media company, so through YouTube and the Google Content Network they are disturbing lots and lots of great content, and they are selling advertising against it. The second thing they do is through the double-click ad server they are a distributor of measurement and, in effect, a reseller of measurement. The most significant announcement, we believe, was the announcement that Google made prior to the end of last year to adopt OCR for the measurement on YouTube and Google Content Network. And that was, I think, a recognition that the major advertisers -- that's what they wanted, what the major advertisers wanted in order to get independent third-party measurements that was comparable with the rest of their media plan. That was the first thing. The second thing, that comScore announced a couple weeks ago, was, in effect, a reseller arrangement through double-click. And we have a very good relationship with Google developing. And you will see Google in their own time and on their own terms announce that similar relationship with us.

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**Paul Ginocchio** - Deutsche Bank - Analyst

Great. We were just jumping -- I know you recently signed a long-term extended contract with CBS. With the lengthening of that long-term arrangement, I think Rentrak now has also signed some new agreements with CBS, and they are using, in a couple of local markets, using Rentrak's automotive analytics. And Rentrak will tout that they are much stronger in small markets because they've got a bigger sample. How do you counter that, or how do you make sure they don't creep up on you in those local markets?

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

We have -- first, with CBS, we have a great relationship with CBS. They are terrific partner to us. They push us to go higher and faster. They give us great advice along the way. And I think, candidly, they have benefited from the independent third-party measurements that we provided, and they have been very open about that.

Having said that, and this is not specific to CBS, any one of our major media clients always wants an alternative and always wants to look to promote an alternative because of the negotiation dynamics. We think the market is best served, particularly in the area of audience measurement or reach, by a single referee on the field. But the announcement with Rentrak -- you will see many varied versions of that. So, we are not arrogant about it, but we also don't let that take us off course. We also do a lot of work with automotive data and tying together media exposure data with automotive data to inform not only that ad sales executives and help them better articulate the proposition for the marketing executives in the automotive companies, but also the automotive companies themselves and their agencies to help them make better decisions.

We do it with automotive data. We do it with credit card data through Nielsen Buyer Insights. And we do it with loyalty cards and shopper data through Nielsen Catalina. That space, in and around what we call reaction or behavioral data, I think you are always going to see multiple metrics because different media companies are trying to articulate their propositions in different ways and different advertisers are looking for different angles on their media spend. There will always be competitors. We will compete in that space. We think it's the reach area where you need a single measure of the number of eyeballs for a particular program or ad, in order for the market to function more efficiently.

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**Paul Ginocchio** - Deutsche Bank - Analyst

I'm going to ask a few more questions, then I will open it up to the audience. I was up at [various] analyst day on Thursday. And they didn't mention that they had a partnership with you, but they said that their August media measurement business was growing over 100%. I know that you have a relationship with them. Is that one of your faster growing advertiser solutions? And can you comment on that?

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

The -- August have a tremendous repository of credit and debit card purchased data. And some time ago, we struck an arrangement with them whereby we combined our media exposure data with that credit card data. What that enables us to do is very simply [put show] for a statistically robust portion of the population, how many people saw a particular ad. And as result of that exposure, did they go and buy more of the product? And that is certainly seen tremendous demand, as the various guys have said, from both the buy and the sale side of the trade.

We are also seeing really good growth in our consumer packaged goods version of that and we are seeing tremendous growth in our automotive version of that. So, I wouldn't restrict it just to that one. But yes, it is an important part of bringing watch and buy together, firstly. And secondly, I hope it is seen as a signal because we certainly intend it to be, that we want to be more and more open to using third-party data. This isn't just about using the Nielsen data sets in absolute. We think that combining the Nielsen data sets, particularly those where we have unique data sets, with third-party data is a really exciting proposition for all of our clients, and it is going to show the kinds of growth rate that we are seeing there.

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**Paul Ginocchio** - Deutsche Bank - Analyst

You have launched a lot of products in advertiser solutions over the last couple of years. Should we expect that to continue? Has there been an abnormal amount of high investment recently that we are going to start to harvest some of that strong investment going forward? Or is it going to be pretty even over the --

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

If you had looked at our business, if you had looked at our business five years ago, on the watch side you would have seen TV ratings. Right? Predominantly US TV ratings. So five years on, what do you see? Well, you see TV ratings. And as of the fall season you are going to see video ratings, true video ratings across all platforms. You see audio ratings, radio ratings. And you are going to see true cost platform audio ratings sometime next year.

Increasingly, you see effectiveness measures. That's the ad solutions area, so brand effect, which measures brand recall, purchase intent, likability. And you see these reaction (technical difficulty) matching automotive data, credit card data, purchase data. And you see it in 45 markets (technical difficulty) to varying degrees. And so that's, I think, a lot of progress in five years, firstly. But secondly, if you actually look at the map of the world, you say okay, in all the major markets, where do we have the most product sets? And how deep is our penetration into the client base? We are only just starting. We really are only just starting. So as a team, we are very excited about that. And the challenge we face is just prioritizing it all, figuring out where is the next bit to make. And our preference, strong preference is to, with that product roadmap in mind, to make a discrete number of bets and make real progress in the short period of time rather than pepper the world, and that is what we are doing. We now have OCR in almost 10 markets, most recently launched in Brazil. We are excited about what's happening there. That's the path we're going down.



**Paul Ginocchio** - Deutsche Bank - Analyst

So you have the product; it's now just --

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

Yes. And I'm not ruling out us developing more new products. But we are very happy with the couple of acquisitions we have made, be it Arbitron, SocialGuide, Vizu, IAG on the watch side over the last couple of years, firstly. And the products we have launched, whether it's OCR or brand effect, Nielsen (inaudible) -- all of them have started firing on all cylinders. So, we look at deeper penetration of those rather than looking for the new new thing.

We will be guided by our clients, though. I think one of the things we are most proud of is the transition from a company that perhaps looked inside for its ideas to one that really is connected into the media, the marketing, the advertising space and really looks for those ideas all day long. So if you want to come along, we will go after them. But otherwise, it's going to be a case of just rolling them out.

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**Paul Ginocchio** - Deutsche Bank - Analyst

Do you think the agencies are at all threatened by all these advertiser solutions? Because it seems like you are moving with media mix and media optimization, you are moving a little bit more into their realm or at least what historically was their realm. Do you get any pushback from them, or do you feel like they feel like you are competing for dollars?

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

One of the things that we made a very explicit decision to do 24 months ago -- and candidly, it probably should have been 48 months ago -- was to partner with the major agency groups and to partner with their constituent agencies and to very explicitly build APIs on the front end of that data set so that they are easy to use and easy to plug into the agencies' own systems. So the agencies, for example, invest in proprietary trading platforms. We think that's a great initiative, and we just want to make sure that our data was really using [the news], and that there's all the incentive in the world to do so. So, this is a really explicit area of trying to partner and trying to be helpful to the agencies and help them differentiate themselves rather than compete with them.

There are and probably always will be areas where we bump up against them. But that's no different than almost every part of the media ecosystem that all of you guys look at. It's -- there are areas of competition. But we are making a real effort with the agencies, and I think it's starting -- it's early days, but it's starting to be improved.

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**Paul Ginocchio** - Deutsche Bank - Analyst

And we will talk about Nielsen audio, how it's going, how we should think about it for (multiple speakers) --

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

Yes. So there's two parts to that from our point of view, a couple of parts. The first part is just the integration, and that is done. These things always require a lot of hard work and a lot of planning and execution. And we are very pleased with the way that went. I think credit to the team. I've never seen an integration go quite as smoothly as that one. So, we are happy with that.



The next part has been figuring, okay, what are the growth opportunities to better serve clients in and around the audio space. And certainly, the opportunity to take the Arbitron (inaudible) now there's some audio and PPM capacity (inaudible) pursuing. We do that [expeditiously] as and when tenders come up in the national (inaudible).

The second one is good audio, which I will let Megan talk about, the streaming audio part. And then third is being able to tie together -- the first is tied in the question about the (inaudible) competitive it and so forth. We want to roll that same playbook to the audio guys because certainly the radio ads helped (inaudible) to get that data and the advertising to (technical difficulty) what that data and (inaudible).

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**Megan Clarken** - Nielsen Holdings N.V. - EVP, Global Product Leadership

And from a digital perspective, they are following the same playbook as what the TV broadcasters are. They are wanting to move their content into a digital environment and get credit for it onto their traditional ratings. And then the digital pure players who are competing for that ad spend, whether that be the Spotify's or the Pandora's, also want to be measured and do the same sort of metrics as the terrestrial radio guys will be using.

So the fantastic side of OCR is that infrastructure is the same infrastructure we will use to be able to extend that playbook for TV onto audio as well. And so, we are well underway scoping that out right now to make sure that we can roll that out. We will have hedged data into the market this year. And again, the time, as Steve talked about before, the time it takes to make sure that the traditional radio broadcasters are happy with the way in which they are represented, that measurement is represented, is part of what has to happen before you can take that system wide. But certainly, that playbook is applying to audio as it is related to -- as it is playing out to be.

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**Paul Ginocchio** - Deutsche Bank - Analyst

I think Triton is already doing some digital measurement in radio already. Since you are moving, is that a tough competitor? Or is that -- and since there is already someone who is -- I wouldn't say established, but already there, does that make it a little harder?

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

Well, I think it's very early days. It's very early days for Triton, and it's very early days for us, firstly. Secondly, Triton has two or three lines of business. This is one of them. So, we will see how that plays out.

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**Paul Ginocchio** - Deutsche Bank - Analyst

I think you talked about a \$500 million revenue opportunity online, which -- that opportunity will be there in 2017. As you think about how much of that are you going to be capturing in 2017, is there a way to think about that? How should we model that \$500 million?

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**Megan Clarken** - Nielsen Holdings N.V. - EVP, Global Product Leadership

(inaudible). So I would -- we would hope that of the video component of that, which is the \$300 million, that we would have 100% of that. We would like to think that that's the game plan that we have is to be the currency across video measurements. Of the other \$200 million, it's related to display aesthetic, of which -- we share in that. That's an area that is not growing as fast as video. So our focus is on that \$300 million, getting 100% of that. And then having audio come next, measuring audio through the same sort of OCR infrastructure, of which we then think that display will come along next. And so, we will see how that plays out as we grab video and audio.

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**Paul Ginocchio** - Deutsche Bank - Analyst

XER is one of the display measurements. Is that right?



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**Megan Clarken** - Nielsen Holdings N.V. - EVP, Global Product Leadership

Yes. XER is the combination of -- for TV, between TV and digital. So it's de-duping that audience and saying, here is your total range.

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**Paul Ginocchio** - Deutsche Bank - Analyst

So a separate display measurement tool is not occurring, a huge focus for you?

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**Megan Clarken** - Nielsen Holdings N.V. - EVP, Global Product Leadership

Well, we do that today. OCR is measuring display. Our focus is on video. Display -- that landscape has a lot of remnant, lower cost, slower growing than what video is. And we think that -- we believe that having currency in video, having currency in audio drives currency in display.

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**Paul Ginocchio** - Deutsche Bank - Analyst

I just want to ask a big picture question. I'll just ask one more question, and I will put it up to the audience if there's any questions. But in the last session, the company was talking about buying in frequent shopper data, having access to credit card data. It seems like with the frequent shopper data and the credit card data, if you want to buy information, it's getting easier to do that. Does that chip away at your AC Nielsen sort of competitive advantage that you can marry the two together since that data -- I wouldn't say it's becoming ubiquitous -- but it's easier for third parties to buy?

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

Yes. The proposition of -- the proposition at Nielsen. But the watch and the buy side is really, when you roll it back, rests on two things. One is independence, and the second one is coverage or being truly representative of the entire marketplace. And so big data is a tailwind for us. The ability to take a very, very high quality panel that is representative of the entire population and use that to calibrate the big data set actually lights the big data set up and makes it usable. The big data set in and of itself looks bright and shiny. But when you get underneath it, you realize it's cumbersome. It's difficult and expensive to process. And often it is owned by and is being represented by someone who has a vested set of interests, is not truly independent. And it's not representative. Right? And so, we look at those data sets as a good thing, not as a threat. And history so far has played out exactly along those lines, and we don't see any reason for it to change.

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**Paul Ginocchio** - Deutsche Bank - Analyst

Is there any questions in the audience? In the back?

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## QUESTIONS AND ANSWERS

**Unidentified Audience Member**

I've got to questions, please. First, on the video, as you think about that \$300 million opportunity, how are you thinking about pricing and relative to as whatever percentage of consumption moves online for video, what does that mean for you?

Do we just take that percentage over time and say that's how it balances online, since it's going to be roughly equivalent or better CPM's?

And then on the buy and watch, how do you think about closing the loop over time more and more as you have a complete view of the consumer from the watch and then combining that with the buy and showing advertisers the true off-line/online actions based on advertising?



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**Megan Clarken** - Nielsen Holdings N.V. - EVP, Global Product Leadership

On the pricing side of things, let's try and quantify the \$300 million. We are just spelling that out as the size of the opportunity. And it's really about we think that the ad spend in 2017 to video is about \$15 billion, of which, rule of thumb, everywhere that we've seen currency play, the measurement has taken about 2% of the total ad spend. So that's all it is. It's simply trying to qualify what we think the size of that market opportunity is. The way that we -- I think Steve might have talked about this before. The way that we are geared up to take advantage of that is through the long-term contracts that we have with the TV networks, TV broadcasters, and making sure that we can buy pricing, we can add pricing into those MSA, into those agreements over time. And for the digital pure play and the advertisers who are looking for OCR measurements or DPR measurements for the publishers, for the digital-only component of that, is separate pricing, separate product. So all these are add-on components of which we think rule of thumb would say they possibly add up to 2% of the total value of the market. Now, that market is growing very fast. So, is it \$15 billion, or is it more? We find adding measurements adds growth to the market. So, we will see how that market plays out. But they are the pricing components.

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**Paul Ginocchio** - Deutsche Bank - Analyst

And the second question was combining watch and buy.

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**Unidentified Audience Member**

So you see in payments a lot of people trying to understand just what you see -- when you see data advertising online that you all can track and then I actually went to the store to purchase it, and trying to find out the effectiveness. You track -- at the aggregate level, there's ways to partner, I would think, or things like that. Do you think about that at all?

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

Yes. So we think about -- in terms of your overall effectiveness, like advertising effectiveness [landscape], and this is relevant to both the sales side and trying to articulate the proposition on the buy side. We think about, for particular ads, how many people did it reach? And that's the writings. Did it resonate? So another words, did brand recall, purchase intent, that kind of thing -- did those metrics move? And then lastly reaction. Did the consumer react and go buy more of the product? We have an integrated set of measures for each of the three ads. And so, an advertiser or a media company can buy one, two, or three, and they are all interconnected.

And so that is -- and they are increasingly cross-platform because we want to be able to show how do the TV and digital work together or against each other, because we are only just starting to scratch the surface of how do you think about a TV campaign that you are spending tens of millions of dollars on with or without the online video campaign, with or without the social media component, whether it be Facebook, Twitter, or any other service. We are only just (inaudible) service and how these things work together and what the ultimate contribution is to that purchase. The integrated products that we are putting together will, we think, form that decision. And have we taken three steps out or 10? I think as an industry we have probably taken three steps, and we believe we are a little bit ahead because we have some of the data that we have.

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**Paul Ginocchio** - Deutsche Bank - Analyst

Do you think about getting down to a granular level? You see ideas right now where you have IP addresses that get brought back to ZIP codes to attract versus payments in the stores? How granular can you get versus --

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

Well, the technology today enables us to get very granular. There's a couple of things that you always got to be mindful of, though. One is privacy. So, we do not share personally identified information from any panelist. We do not take PII from anybody else, end of story. Every product we

launch, we launch with the privacy advocates and full endorsement of the privacy advocates. It's a very important part of our business. So that's always one thing you've got to be careful of. And the other thing is scale. So if, as a media seller, I say I can present your household to the media seller, to a particular advertiser, no doubt the advertiser will be interested because you are upscale in the financial service industry, et cetera, et cetera.

The problem is that they need more than one, particularly if they are selling products at a lower price point than Rolls-Royce is. Right? They need real scale. And so, that's the other thing you've got to be looking out for, which is you've got to get to tens of thousands, hundreds of thousands, or likely millions of households and individuals to be able to really offer them something that's valuable by the time they convert them.

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**Paul Ginocchio** - Deutsche Bank - Analyst

Chris, you had a question?

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**Unidentified Audience Member**

How and when will we know that Nielsen is the dominant currency in digital video? And in that context, how should we perhaps as outsiders view Rentrak and comScore and any other potential competitor that may make such claims?

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

So if you think about what defines a currency, I think there are two parts to it. The first is you've got to have buyers and sellers trading on the metric today. And we have that in television, and we have that in digital video around OCR. Right? And we will see how fast, after our launch around about October 1, we have it in smart phones and tablets and all the mobile side. That's the first part.

And the second part is adoption. To be a true currency you have got to have everyone or the vast majority of trades being conducted on that currency. And we are happy with the way we are going there. I don't know that I can give you a particular market where you see it, you'll say, okay, game over, done. But as I say, we are happy about doing that. I think there are incentives for the industry to always have other competitors and other analytics providers, firstly. Secondly, I do believe that the metrics that comScore and Rentrak and others provide are of value. The question is, do you need one independent third-party referee on the field providing that reach metric? We believe you do. And if the market believes we do, and that's what we are charging towards.

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**Paul Ginocchio** - Deutsche Bank - Analyst

Is there another question from the audience? I think the third R is resonance.

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**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

(inaudible) reaction.

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**Paul Ginocchio** - Deutsche Bank - Analyst

Okay, the resonance reaction. How important is that in the equation pursue just [besides] the first.



**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

Well, I think -- if you think (inaudible) reaction, in a sense it's the Holy Grail. Right? Okay, I spent some money on TV or on digital or wherever I spent it. And did people go purchase more of the product? Ultimately, that's what I'm trying to do, drive them into the store, drive them to a website, and have them purchase it. And so in theory, it's the Holy Grail. It ought to be the most important. Here's the constraint. The constraint is for a product like automotive. You've got a very -- if I bought a Buick over the weekend, right, why did I buy a Buick? Was it because I saw an ad on a preseason baseball game last week for Buick? Or was it because when I was 15 my uncle drove a Buick into the driveway and I thought that's cool, when I can afford it I'll buy one? Who knows? So you've got a much longer purchase cycle. And therefore, reach and resonance are really important metrics for the automotive advertisers. Reaction, whether it be with the pop data or the Experian data or any of those, those that are interesting but probably not as compelling, just because of the nature of the trade.

**Paul Ginocchio** - Deutsche Bank - Analyst

Last just (inaudible). I guess it's maybe outside your (inaudible). But there has been targeting \$45 million in cost savings. And Nielsen Audio, now it's fully integrated. Does that -- have you changed that?

**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

No, it's on track.

**Paul Ginocchio** - Deutsche Bank - Analyst

And maybe just one more, with the final minute. One more question about comScore. They announced the relationship with NBC around the Olympics, measuring just, I think, a full cross-platform measurement. Did you want to do that? Did you have a look at that? Or is it something you didn't even --

**Steve Hasker** - Nielsen Holdings N.V. - President, Global Product Leadership

Yes. They did some survey work around the Olympics for NBC. And we have also done some work involving our currency data for NBC. And I think NBC, when they are comfortable with that data and want to release it, they will do that.

**Paul Ginocchio** - Deutsche Bank - Analyst

Okay. I think we just wrapped up on time. I think that that's it. Megan, Steven, thanks very much for your time. Thank you.

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