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Technological, methodological, economic & business changes impacting MR

Forewarned is forearmed: entering China's MR sector

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Navin Williams entered China in 2008 as an employee of Nielsen and after one year decided to launch his own MR venture. By his own admission, it's been a great, if wild ride.

His new Mobile Measure business got underway at a time where he says MR in China was best described as the Wild West. "You did a lot of things," he said. "You didn't know the ground rules, clients didn't know what they wanted and a lot of shoddy research went out the door."

Five years later, Williams says of conducting

MR in China, "things are getting more organized, clients are getting more demanding and service providers like us are providing better value."

For the entrepreneur-oriented market researcher, the thought of opening shop in China is alluring. Yet, it's also especially challenging to enter China and start a new MR business.

Williams agreed to detail how to enter the Chinese MR industry for [Research Business Report](#). It begins on page 4, and wraps up online at RFLOnline.com. You will want to keep it.

RBR News Notes

Top of the News



Dandekar

The **missing link** in most **organizations using social media information**? Dell Software (Round Rock, TX) Senior Director of Business Intelligence & Analytics Shree Dandekar told Interarbor Solutions Principal Analyst Dana Gardner, "If you say that there are six stages of a social media maturity model or a social media lifecycle, **some businesses** have really matured in the first three or four phases, where they have taken social media all the way to customer care. But they **are struggling in implementing technologies that can derive actual ROI** or business value from this data."

As for "some of the **small businesses** or even mid-sized companies, they **have just started getting into listening and monitoring**, and the reason is that

there are not many tools out there that appeal to them," Dandekar said. "All the big players in the social media listening space tend to be expensive and require a lot of reconfiguration and hands-on training."

Booz and Co.'s (New York, NY) David Meer, in a Forbes.com column, suggested **more marketer attention on "little data..."** better use of data available (imperfect as it may be)...low-cost ways to create new data. What is required to take advantage of little data is a bit of creativity and willingness to learn by doing," he said. "Pick a product, region and problem that needs attention and run a pilot project. Demonstrate to... the rest of the organization that the return on effort and cost is justified."



Meer

(Continued on pg. 6)

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Gayle Fuguitt's Very Good First Year Leading ARF

After concluding a 32-year research career at General Mills, Gayle Fuguitt wasn't certain what job she might take on next, yet she was determined to make a difference in the research industry. "I didn't come to ARF thinking, 'I know exactly what to do.' I'm a researcher, right? I've told people that I failed miserably at retirement.

"I realized I still so strongly believed in researchers and insight leaders being the voice of the consumer at the decision table," Fuguitt recently told **RBR**. "So, the whole idea of being able to come [to lead ARF] and make a difference on its various stages and platforms has really been fulfilling. Having ARF's platform to work with has been fun; really hard, yet energizing... inspirational," Fuguitt remarked.

"Both the honor and obligation of the ARF to amplify industry issues have become clearer; to ask the tough questions; answer them as quickly as possible; to bring leading-edge questions, issues and challenges to the industry board and the leaders that are addressing them, then evangelizing their solutions."

As a 32-year member of General Mills' client MR department and the ARF's first leader with such background in nearly 20 years, there was great speculation as to how Fuguitt would rework ARF. Now, examples of macro and micro change are rampant, constructed from her professional research training and experiences.

"I do miss General Mills, the group I built and a lot of the people whose careers I helped, but I was instantly sustained by the 35 people at ARF," Fuguitt revealed. "This place has heart, and I'm so gratified and honored by this opportunity."

One of Fuguitt's ARF presidential predecessors chose to re-emphasize the initials ARF to reposition the association more broadly with all research. Fuguitt has her own emphases. "ARF is a non-profit organization with an imprimatur that stands for objectivity. The most important word for me in ARF is 'foundation,' because we set the foundation for the industry. We're always going to be about advertising, but I also intend for ARF to be involved with insights and analytics, which stands for the test of social media, cross-platforms, Big Data, all digital and the new media landscape changes."



Gayle Fuguitt, President, ARF

Fuguitt points to ARF's new leadership group as the biggest difference in the Fuguitt-era. "My belief in leadership and organization design has led to an ARF solutions and engagement group; we don't talk about membership, but about member needs and values.

"We're going to take original, curated research and package it for distribution through our website, conferences, webcasts, regional meetings. We've got more touch points and more relevant solutions that meet member needs."

But paramount among her personal wishes is to make an impact.

Fuguitt commented, "I got very clear feedback that ARF was too New York-centric and that we needed to 'get out of Dodge.' So, in addition to a planned regional meeting in Minneapolis, we met in Chicago, Atlanta and a few weeks ago at Facebook's office in Silicon Valley. And we're going to start a West Coast chapter of ARF."

She had innovative thoughts about remaking some of the association's best-known and attended annual sessions. "We're now treating our Audience Measurement Conference and Industry Leader Forum as venues for conversations, not conferences," she related. "You hear information, you get to have a table-top discussion, then create an inspiration board to tell ARF what we can do for them. Plus, what they are going to do differently when they return to their office; how can we help advance their career?"

Fuguitt has learned much in her ARF role. "I'm fascinated by the breadth and depth of insight in media measurement, cross-platform programmatic buying and privacy," she shared. "At General Mills, I knew they were really hot topic areas, but not how sophisticated some of the work that is being done. It's very expansive in terms of thinking about the industry and the role we can play as researchers."

Fuguitt's predecessor, Bob Barocci, built an impressive financial legacy and she reminded **RBR** about her solid financial background. "I ran an in-house research supplier that did one-third to two-thirds of the research at General Mills for 18 years. That area did exactly what we're doing at ARF," she said.

One year into her stewardship, ARF is "a smaller operation, personnel-wise, with fewer, more focused subject matter experts. We're focused on the indus-

try's most important issues: Big Data, cross-platform measurement, mobile, social, neuroscience and data quality, with an eye on programmatic buying and privacy coming in the near term. And we have weekly meetings and fewer subject matter consultants.

"Our revenue is ahead of where we were a year ago. Every one of our 2013 conferences generated more than a year earlier. Our member retention rate is dra-

forward to 10 people and having them help put it all together and getting feedback on it – including whether they would be interested in actually buying it. We want to expand new solutions to our members through regional meetings. And Jasper Snyder, who leads our cross-platform and media practice, adds a custom consulting element.

"Our final 10% is going into inventions; that's iden-

"I had to get out and about with New York advertising, and I also made it a point to attend anything and everything I got invited to."

matically higher, so is the acquisition of new members, and cycle time for their acquisition is better."

ARF finances are now connected to what Fuguitt calls "strategic relevance. I'm taking a grassroots approach in extending existing partnerships; I also have strategically recruited new board members, like Jeff Graham, Twitter's head of research, and Dave Morgan from Final Media. New board members want to make a mark, which will lead to new and different strategic partnerships," she commented.

"Near the top of our goals is taking ARF global. We have a strategic partnership with Germany's Print Digital Research Forum, whose interests are primarily outside the U.S. ESOMAR's Finn Raben and I are figuring out how to be mutually beneficial, with our



ADVERTISING RESEARCH FOUNDATION

tifying the next Twitter in the next five years or what will be the fastest growing companies that will be running portions of the industry. It's our intention to be the voice of the customer on those newcomers."

Most surprising to Fuguitt has been attendance at ARF events. "We had three events for AdWeek. We had 150 in our boardroom – standing room only – for a Social Media Week meeting. There were 240 at Facebook for the entire day, forcing us to change our meeting room."

She has demonstrated her ARF commitment not just with fresh thinking, but activity. "I had to get out and about with New York advertising, and I made it a point to attend anything and everything I got invited to: the ANA, 4As, IAB, even the Consumer

"We are the only people who can represent the consumer at the decision table."

Electronic Show and the Twitter event. respective assets, benefits and needs in mind. We began by appearing at each other's conferences."

Emphasizing the need for cooperation, Fuguitt said, "the media landscape is so dynamic, management is impatient and researchers are having a bit of an identity crisis, so there's no place for infighting if we're going to have the impact we need to have."

Another strategic example is connecting a member company looking to recruit fresh blood into its organization with ARF's Young Pros Group, which is 900 bodies strong in New York alone and growing.

Breaking down her ARF spending plans, Fuguitt said, "It's 70:20:10; 70% of our resources are engaging existing members with existing solutions. That's our neuroscience, emotions of advertising, mobile, cross-platform, etc. work.

"Twenty percent of our resources will be kind of matchmaking between advertisers and startups. I envision it like a hot house with fresh ideas brought

Electronic Show and the Twitter event.

"It's a much bigger and different cage than I was aware of while at General Mills, and research is highly underrepresented on many platforms. My partial reason for attending is making sure that research, insights and analytics leaders are allotted and applauded and that our voice is being heard. Only research can represent the consumer at the decision table, so CEOs and businesses need us."

Summing up her first 12 months heading ARF, Fuguitt says her pride swells over acceptance of her strategic plan ("unanimously and heartily endorsed by the ARF board," she noted) and the association's expansion outside its Big Apple headquarters. "And I'm especially proud of turning on the lights for insights and analytics in the advertising industry," she wrapped up. **RBR**

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Forewarned is forearmed: Entering China's MR sector

by Navin Williams, CEO, Mobile Measures

China has grown and progressed quite rapidly in two decades, becoming the world's second largest market by GDP. In coming years, we expect to see China increasingly dominate across a number of sectors and industries. Last year, China became the number one global car market. As consumerism continues to grow in China, whole new sectors, categories and industries are being conquered.

Ironically, Chinese market and ad spending has grown so rapidly that in the recent past MR has not always been a must have. In the past, it was simply not considered a necessity. Now, a tough global economy and enhanced competitiveness are all contributing to demand for increased Chinese consumer insights – and with rising input costs and tightening budgets, things are going to get tougher.

In this new phase of China's growth, almost all mid- and small-sized agencies are growing. However, the larger, international agencies are finding things not as rosy as they envisaged. From a research industry standpoint, business will only get better, though competition will heighten and knowledge of the market environment will become more crucial.

We compartmentalized four critical areas regarding properly entering Chinese MR on these two pages.



1) MR POTENTIAL IN CHINA

- A huge market currently nowhere near its true potential.
- A dynamic market with 34 provinces, each with their own cultural nuances and development stages.
- Rapidly changing from a former nation of shortage to growing consumerism.
- Redefining, "You get what you pay for." Everything is available at every conceivable price point.
- The top urban centers lead MR consumption, but tier-two & tier-three cities are rapidly picking up the pace.
- There is a lot of untapped, available educated Chinese talent, a valuable resource as the local MR market continues to develop in earnest.

2) 5 MYTHS ABOUT CHINESE MR

- **Knowing English** may have been valued in China earlier, but it is less and less vital.
- **Business is only conducted via back channels.** This may be true for some organizations, but it is definitely not the norm. As China's business interests and ambitions grow, many new checks and balances are in place to penalize – not reward – such behavior.
- **MR is unnecessary in China.** This perception often has to do with the early, quick success some Chinese firms had, often with little or no effort. Companies just introduced their products without much research or any strong marketing or quality product that fit the local needs. Now, industries are crowded and consumers are more discerning.
- **China wants to "ape" or completely imitate the West** so no localization of products or processes is required. This myth has led to the downfall of many a firm, or, at the very least, negatively impacted its business.
- **Since China lacks skilled resources, it is best to import talent.** This is an expensive and wasteful drain on company finances – and unproductive. A healthy mix of culturally-sensitive foreign and local talent is a heady combination. The environment is getting tougher, it is demanding much more expertise and a wider, deeper understanding of the Chinese market and landscape.

3) METHODS OF ENTRY TO CHINA

1. **Local partner.** Known as a Joint Venture ("JV") with a local company, the legal hoops are minimal compared to setting up one's own company. This is often considered risky as there is much less control and the local partner will often call the shots. However, a **JV** is a cheap option and good for testing the waters before fully investing in China. Be advised that it should be considered only if you know your partner very well, as **JV**-related fraud is still a rampant problem across China.
2. **Liaison Office.** Rather than being a partner, the Representative Office ("**RO**") acts as the liaison or channel of communication for your firm and the client. These offices are legally one of the easiest entities for a foreign company to independently establish, according to ChinaLawBlog.com. However, the **RO**

is solely a means of communication between the local activities and the company back home. **ROs** are not permitted to engage in any profit-making activities of their own, nor can an employee of an **RO** sign any contracts or raise invoices for the foreign company. As a local-based research office, local coordination team or promoter of your foreign company, an **RO** is a safe and more affordable way in which to engage in non-commercial China-based businesses.

3. Forming your own company. The Wholly Owned Foreign Enterprise (“**WOFE**”) is a 100% foreign entity, with the holding company located overseas. If it is based in Hong Kong or Taiwan, it will be given different privileges versus one based elsewhere. This is the only way to maintain full control of your company and run all forms of business within China (including billing, contract signing etc.), but the power comes with its own baggage, namely set-up time, lawyers and capital infusion, amongst other issues.

“The environment is getting tougher, demanding more expertise and a deeper understanding of the Chinese market.”

I strongly advise investing in this as an option, except when you’re completely sure of your intentions in China, with a minimum of five years. A **WOFE** isn’t a good option if you want to dip your feet into the market. Exiting can be a time-consuming, expensive exercise.

Some Non-Traditional Soft Entries. Please note, entry strategies vary from firm-to-firm based on their size, objectives and expertise. I recommend that you only pursue a strategy after intensive consultations, serious examination of your own circumstances and objectives you have set for yourself in China.

4. Virtual Partnership (“VP”) – In a virtual partnership, the foreign agency partners with an existing, established business in China. A **VP** acts on behalf of the foreign entity by selling, servicing, managing local billing and overall acting in the best interests of the foreign company in exchange for a retainer fee. The fee components are calculated by the allocated resources, the required manpower (dedicated or on as-needed basis), etc. So, the foreign entity does not have to dedicate its own resources, while still being able to sell its branded services to clients under the umbrella of **VP** partner’s administrative company.

5. Remote Host (“RH”) – If a bit more skin is required in the game, the foreign agency can find a local partner and use that partner company as a

“China base,” while placing their own people alongside the **RH**. The local partner company is essentially used only for office space and organizational infrastructure, allowing the foreign company to reach out to potential clients under its own brand. In this case, the China partner company only offers administrative infrastructure, with any business advisory and management being limited.

“China can be very rewarding to those who tread carefully ... Yet it’s expensive, tough and unforgiving on those who discount its challenges.”

This arrangement is a valid option until the foreign entity has learned enough about the environment and business opportunities. Once fully brought up to speed, if the foreign company is then willing to take it a notch higher, it can bring in the capital investment needed to set up its own independent organizational infrastructure.

6. Licensing Partnership (“LP”) – Foreign companies often come with valuable, potentially high-growth proprietary solutions. However, if only one client in their home country has asked to use the services in China, the project may not be large enough to justify setting up a team and investing even modest capital. Both the **VP** and **RH** are reasonable options in this case, but an **LP** would also work well. The foreign entity can license their solution for a limited period of time to a local company, until the outside company feels ready to commit.

4) WILLIAMS’ ADVICE

If I had to do it over, I would explore a soft-entry partnership with an existing foreign-based MR entity in China. In a more competitive market, I feel a partner helps to ease the learning curve and to move painlessly into the environment until you get into the rhythm of the Chinese business environment.

China can be very rewarding to those who tread carefully and profit from its size and growth, yet it’s expensive, tough and unforgiving on those who discount its challenges. Think carefully about how you want to enter and the depth of resources you are willing to invest in China. You can contact me at navin@mobile-measure.com. **RBR**

For a more complete look at entering the Chinese MR market, visit rflonline.com, where we’ve published Williams’ unabridged thoughts on the matter. **RBR**

RBR Acquisitions Activity Report

<u>Acquirer</u>	<u>Acquiree</u>
YP	Sense Networks, Inc.
true[X] media	The C4 Group
Google	Deepmind Technologies
Facebook	Little Eye Labs
Kantar Media	FishEye Analytics
Millward Brown	ARMI-Marketing
Confirmit	Integrascio
Responsys	Push IO
AOL	Gravity
Ogilvy & Mather	Social Lab
Target Research Group	A&G Research
Answers.com	ForeSee
IBM	Aspera
IBM	The Now Factory
Market Track	Competitrack
Rentrak	iTVX
YouGov	Decision Fuel
Zain Raj	Shapiro
HootSuite	uberVU
Bain Capital Partners	Macromill
Splunk	Cloudmeter
KPMG	Link Analytics
TowerData	Rapleaf
RealityMine	USA TouchPoints
Systems in Motion	Claritics
Olson	Pulse Point Group
Keynote Systems	Meucci Solutions
Progressive Media Digital Group	Pyramid Research

RBR News Notes (Continued from pg. 1)



Simonson

“Beating the Market: The Allure of Unintended Value,” written by Itamar Simonson and published in *Journal of Marketing Research*, makes the case that customizing a consumer deal and sending it to a potential customer online tends to run into skepticism about the personalized offers flooding their inbox.

New Products & Patents

Little Bird's (Portland, OR) **Web app helps identify social influencers in a particular field** and to engage them via trending conversations that show myriad potential customer-entry points. It even identifies those most likely to engage... **Tip Tap Lab's** (Cambridge, MA) platform, Psychology API, directly captures and measures consumer personality traits, values, tastes and preferences that go into purchase decisions.

MR Company Reported Financial Results

<u>Company</u>	<u>Full Year 2013 Revenue (Mil)</u>	<u>Full Year 2013 Net Income (Mil)</u>
Forrester Research	\$ 297.7 (+1.6%)	\$ 12.8 (-50.8%)
GfK	€ 1494.8 (- 1.3%)	€ 118.8 (+9.8%)
Ipsos	€ 1712.4 (-4.3)	€ 121.0 (+ 2.1%)
ISG	\$ 211.0 (+10.0%)	\$ 4.8 (+ 792.0%)
BrainJuicer	£ NA (+17.0%)	£ NA
Decipher	\$ NA (+27.0%)	\$ NA
Gongos	\$ NA (+12.0%)	\$ NA
Dapresy	kr NA (+30.0%)	kr NA
comScore	\$ 285.5 (+16%)	\$ NA
Nielsen	\$ 5700 (+5.5%)	\$ 770 (+ 21.3%)
Gartner	\$ 1700 (+10%)	\$ NA

Source: Official corporate financial reports as of 12/31/13

BehaviorMatrix, LLC's (Blue Bell, PA) U.S. **patent classifies, measures and creates models of the elements that comprise human emotions**, perceptions and actions leveraged from the Internet and social media... A patent for proprietary automated advertising targeting technology was awarded to **Precision Demand** (New York, NY). It can leverage “buyer targeting, the practice of mining set-top box data and advertiser first-party customer data, to target TV ads to media with the highest probability of buyer.”

News in Numbers

Social media revenues grew 30% in 2012 and 42.9% in 2013, but **eMarketer** (New York, NY) **predicts slower growth** in 2014 (31.1%) and 2015 (25.5%), even with new ad networks entering the area... A World Federation of Advertisers 2013 survey reveals nearly three-quarters of 47 marketers feel ill-prepared to cash in on what they feel are vital Big Data opportunities. About half say it is difficult to “deploy insights practically across the business”... *The Wall Street Journal* reported that four out of five Americans with an Internet connection do not use Twitter regularly.



CivicScience CEO John Dick's Advertising Age column backslapped Twitter users as engaged, informed

and attractive prospects for particular types of brands and products, but he also pointed to a Pew Research study that shows **only 18% of American adults are on Twitter** and 32% of Twitter users tweet less than once a week. And the adults using Twitter, he noted, are “skewed in their demographic, socioeconomic and ideological makeup relative to the general population.”



Parks Associates' (Dallas, TX) research shows low consumer awareness of industry opt-out solutions (AdChoices) with online advertising (6% of U.S. broadband HHs in 2013, after 5% in 2011)... One-quarter of large global organizations will have something like a Chief Data Officer by 2015, predicts Gartner (Stamford, CT)... **Temkin Group's** (Waban, MA) “State of the Customer Experience Profession, 2014,” shows 87% of CX professionals feel they had a positive impact on their companies in 2013 and 98% expect to do it again in 2014. Temkin’s “Customer Experience Plans and Expectations for 2014” shows 85% of 152 large companies see CX as even more important this year, an increase over 77% last year.



Ace Metrix's (Mountain View, CA) second landmark study states “in general, ads with celebrities do not perform as well as ads without celebrities (Ace Metrix scoring was 514 with, versus 527 without celebrities)... **BrandAds'** (Emeryville, CA) survey of over 100 ad professionals revealed 60% are unsure how to measure the impact of their video campaigns; 50% of them think current available tools are too expensive or create too much operational overhead... Where has the **rise in social media analytics**, and associated **higher satisfaction from its use**, most made its mark? In campaign tracking (60%), brand analysis (48%), competitive intelligence (40%), customer care (34%) and product launch (32%), according to Demand Metric (Vancouver, BC, Canada).



Nearly **60% of surveyed CMOs** are working to **grow their influence in general business strategy** and are commanding an influential seat within the C-Suite, says a study from Heidrick & Struggles (Chicago, IL) and Forrester Research (Cambridge, MA)... Online advertising that uses cookie technology generates significantly greater economic value than ads without cookies – increasing the average impression price by advertisers by up to 200%, reported Navigant Economics (Chicago, IL).



Domestic News



Google's (Mountain View, CA) **acquisition of Deepmind Technologies** is seen as a big ramping up its predictive powers. Purchased for an estimated \$400 mil-

lion-plus, Deepmind focuses on artificial intelligence and develops algorithms that learn while combing through mountains of data; Google could use it to improve its search results and ad relevance to ads... **Twitter** (San Francisco, CA) acquired 900 patents and a cross-licensing deal with IBM to bulk up its intellectual property portfolio and avoid future patent infringement claims.

Nielsen (New York, NY) launched Local Buyer Reach, a solution linking proprietary Nielsen local TV viewing data with online/offline purchase activity... Meanwhile, the **National Association of Broadcasters** (New York, NY) **demand**ed that Nielsen delay its hybrid local TV audience measurement methodology and technology until it is marketplace tested.

comScore (Reston, VA), in collaboration with the Coalition for Innovative Media Measurement (New York, NY), is expanding a pioneering cross-platform measurement service to provide continuous, unified measurement of media usage on a national scale across TV, radio, desktop, smartphone and tablet.



PandoDaily's (San Francisco, CA) James Robinson described what could supplant cookies: “a probabilistic device recognition technique [that] targets consumers by patterns of use, location and type of device rather than direct monitoring. It is a logical, if less catchy and delicious, replacement”... An **Interactive Advertising Bureau** (New York, NY) white paper questions the cookie's future, due to slower page-load and data leakage concerns. IAB also established the “IAB Future of the Cookie Working Group” to explore alternatives.



In March, **Facebook** was scheduled to allow advertisers to target users based on their employer and job title, which could attract job recruiters and put Facebook in direct competition with LinkedIn... **Twitter is testing a redesign** of its profile pages **to mimic the look of Facebook's** timelines as part of an effort to woo more people to adopt and stick with Twitter by making its site easier to use, favoring images and experimenting with displays of content based on topics... Another Interactive Advertising Bureau report redefines engagement as a continuum of consumer activities around an ad and brand, and identified core metrics for digital and legacy advertising-engagement across platforms.



There's a new handy reference for marketers still struggling with how calculate their ROI. **4imprint's** (Oshkosh, WI) “Hail to the King: How to Calculate the ROI of Marketing Efforts” reviews some of the

most widely used calculations for short- and long-term ROI, including ROMI, CLV and MMM... **Restaurant to Retail Insights** is a new service from Chicago-based IRI and Technomic, combining retailer POS with insight into what those same consumers buy and eat at major chain restaurants.

Foreign News

India's TV and readership measurement took sharp hits during the first quarter of 2014. As detailed in several reports on **Research Business DAILY Report**, proposed changes in the country's TV ratings put existing provider TAM (a Kantar & Nielsen partnership) in a pickle in several ways and even might delay the entry of a selected new TV ratings service (from October 2014 to January 2015). And the Indian Newspaper Society rejected results reported in the latest Indian Readership survey, claiming "shocking anomalies" and ABC circulation contradictions.

Cint (Stockholm, Sweden) advises MR professionals to "adapt traditional methods to create more efficient and cost-effective workflows." Doing so will help them meet industry pressures while still delivering top service to clients, which, according to Cint **CEO Bo Mattsson**, is key when "competition is fierce and the industry is moving apace."

eDigitalResearch (Hampshire, UK) was named one of the top MR agencies to work for by **The Sunday Times** (London)... Among honorees at this May's Global Marketing Leadership Award Dinner will be **Ipsos** Open Thinking Exchange **CEO Shelley Zalis**.

Mergers & Partnerships

comScore and **Google** are partnering on comScore vCE, a real-time audience metric that helps brand marketers measure their advertising campaigns across screens. "It radically simplifies digital media buying, while enhancing quality and accountability," said new comScore President Serge Matta... Unilever's new **"Team Unilever Shopper" will provide it with customized shopper marketing solutions** using resources from WPP companies/associates including Barrows, Bravo, Geometry Global, Kantar Retail, Lunchbox, Mindshare, Rockfish, Shopper2Buyer and TNS Global.

Financial

GutCheck (Denver, CO) raised a further \$2.5 mil-

lion in venture funding after it secured an unsolicited \$4 million investment for expansion of its on-demand market research platform... Business intelligence firm **Domo** (American Fork, UT) closed on \$125 million in Series C financing, which will be used to, "further expand sales as quickly as possible." **RBR**



Mattsson



Zalis



Unilever

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