

Speaker 1 ([00:00](#)):

Hi there. I am really honored to kick off brave new worlds for Neustar. I'm a big fan of their strategic approach to identity and unified analytics. They approach the market with a very similar philosophy to group M and I'm looking forward to some thought provoking content over the next few hours for a quick introduction. I am the chief investment officer of group M and that means I spend a hell of a lot of money for some of the biggest brands in the world. In fact, about \$15 billion in the U S and for the first time, our digital spend now exceeds linear TV. So we have a lot of fun things to talk about. My background includes digital B2B, programmatic, and traditional advertising channels. So I've had a chance to see this industry evolve from numerous points of view. If you think about it, my team's job is to create investment strategies that my clients can defend to their board, the public and C-level colleagues.

Speaker 1 ([00:54](#)):

And just so you know, a little bit about me, I live in Connecticut with my beautiful wife, Jacob and my four beautiful children, Sam, Lucy, Jake, and Jamison. But what you really want to know is that I am the only person, you know, that has played around a golf in Cuba. There's only a nine hole course there, and I don't even think it's still open, but enough about me. So let's jump in. Let's face it. The past 18 to 20 months have been chaotic. And while we all cannot wait for the world to return to normal, that CAS has forced evolution in numerous industries. How many of us have had dinner delivered from a five-star restaurant that would have turned their noses up at go service just two years ago? And how many of our kids have learned chemistry or world literature from a virtual classroom?

Speaker 1 ([01:38](#)):

And just about a month ago, Microsoft let us all know that zoom can go away. If we want to put on an Oculus and hang out with each other's avatars, like ready player, one evolution has been rampant. The chaos has been a catalyst and is any industry more chaotic in 2022, then media advertising and data. Think of all the issues we have been dealing with over the past 20 months, I've got consumer privacy at the forefront with governments trying to reach a regulatory middle ground. We have the walled gardens like apple and Google trying to address privacy and content concerns. The deprecation of the cookie has set up more panic than Y2K and the Popeye's chicken sandwich shortage combined. And then you add to that, the rise of OTT CTV, and D O O H. And you can see the complexity and trying to create strategies that are resilient, transparent, and effective.

Speaker 1 ([02:30](#)):

So it grouped them. We decided to really consider what a thoughtful approach would be. In the end. We are always spending other people's money and just like any investment advisor in the financial space, we want to be good stewards. So my group M colleagues created an initiative to build a global framework that can adapt to geographies and client needs. We wanted to find new ways to quantify investment and build off our traditional strength and brand building. We also wanted a framework that our clients would champion support an order to build some industry momentum. So to build it, we started with the basics, our strategic investment pillars. We identified six key areas that we felt would facilitate the right outcomes. The first was performance and accountability. All of our clients need to be able to rationalize and defend the investment in subsequent business impact created by those investments.

Speaker 1 ([03:22](#)):

We built the concept of accountability and transparency in from day one brand safety was essential. Content proliferation has inundated all channels with a wealth of new producers, genres and content types. Brands need to be able to protect their brands, their customers, and their financial stakeholders. We are huge believers in ad tech data in MarTech, but operating powerful applications without governance is a recipe for failure and abuse. We knew from the start we had to put ethical consumer data practices at the center of everything that we do. There's a massive amount of disinformation from deep fakes to questionable content rampant on social media, video sites and messaging platforms. We wanted to reward reputable news sources, thoughtful content producers in well managed communities in the wake of the social upheaval. Last year, we wanted to be thoughtful about making sure all audiences, all voices and all content producers were represented in our investments.

Speaker 1 ([04:26](#)):

And lastly, we wanted to partner with our clients to champion eco-friendly investment. We want to run digital billboards versus physical ones. We want to consider digital gift cards over physical ones, and we want to examine all the areas that we can help mother earth in a thoughtful way. We also realized that our pillars had to be supported by two critical commitments. We had to be committed to embracing robust consumer data strategies that are grounded in cross channel identity. And we had to be committed to constant technical evolution, particularly in data privacy and measurement and metrics. Let's examine why we have to be able to build robust customer profiles. It's an interesting paradox that the more information that we have about a consumer, the less we have to bother them, we can be very thoughtful about when we target them. In other words, we need unified analytics models and Neustar marketing solutions knows a lot about this, but the reality is that we need to see the impact both ways linear on digital and digital on linear.

Speaker 1 ([05:33](#)):

We need to accelerate the time it takes to adjust media mix. Since many models are up to 18 months old, our audience segmentation and targeting could be much more sophisticated. As we include lifestyle contextual and intent data. We're exploring the ways machine learning and artificial intelligence can help us build rules-based systems to protect, choose content partners and immediately buy opportunistic media. It's all nascent, but we want to be prepared for the future. So group M historically has not been considered a performance agency, but we are rooted in building large global brands. Our commitment to data and identity is driving our ability to create a clear view of investment impact across all channels. In most cases, there's a giant debate between contribution and attribution. And this has really been driven by the ratings decline in aging, amongst traditional TV audiences. This is all catalyzed, a re-examination of planning models.

Speaker 1 ([06:36](#)):

I want to share one story about one of the world's top shoe brands. When I was at Xaxis, we were given half a million dollars to go spend on black Friday. And the idea was to find audiences that would transact on Amazon for this brand. So we went to market, we built out these audiences. We leveraged first party data, second and third party data. And we went out and found these folks across the internet on a very, very busy day for shopping for the half a million dollars that we were entrusted to invest on behalf of this client, we drove a seven times return on ad spend to that specific e-commerce retailer. On that day, I was very, very proud of the teams of the team's effort. And I went out and met with the CMO. My chest was all puffed out. I basically said seven bucks for every one buck you gave me.

Speaker 1 ([07:26](#)):

And he reminded me that he had been spending hundreds of millions of dollars over the last 20 years in building his brand. And that we weren't the only one responsible for that seven to one return on ad spent. It goes to show you, there is a contribution that goes along with attribution. So performance is great, but how do you make sure you're improving performance thoughtfully? What Mindshare calls, good growth. The sheer velocity of change in our industry is a risk. We are constantly trying to keep our diligence and monitoring tools and services current. Imagine what the Pentagon has to do to protect us from foreign hackers. There are many more people try to produce Tik TOK videos that are trying to bring down our power grid. I won't go into all the details of our brand safety program, but I do want to highlight the focus required on high velocity categories, like podcasts, community gaming platforms, and what to include an exclusion on behalf of our brands.

Speaker 1 ([08:20](#)):

We touched on data and ethics earlier in the presentation and all the prevalent work in all of our discussions should be about protection. So how do we protect our customers and consumers who trust us with their information and how do we protect the entire industry from the perception of being privacy predators, every brand in the world needs a living, breathing rubric that can be codified into policy and decision guidance. This is an area where technology can really help group ham has just launched our first ever product in this space to help our clients and colleagues navigate these very choppy waters. I don't know about you, but I've been so discouraged by what passes as quality content. These days I've been astounded by some of the misinformation that people believe is fat between bias news, deep fakes on social media and just really horrible content. Okay.

Speaker 1 ([09:15](#)):

I'm not going to lie. I couldn't take my eyes off of tiger king, but brands are at the risk of being placed in some very awkward adjacencies group and believes that quality content should be rewarded. We also believe that scrutiny is required for emerging categories, such as podcast and gaming networks. These markets are just emerging and the opportunities for brand damage are significant. We believe in this so strongly that we just launched our first initiative in the area of responsible journalism. We launched our first ever responsible news marketplace. And we are looking to partner with brands to champion this across the globe. If we do not support responsible journalism in an aggressive financial fashion, that we are going to be stuck with the fringe news organizations that continue to sort of vision and spread misinformation. We know it's just a start, but we would like to partner with any of you to help make this a reality and a best practice.

Speaker 1 ([10:16](#)):

So you might notice that the theme responsible is popping up over and over with us. And we don't want to imply that everyone else is irresponsible. It is really an internal guideposts for group and professionals to do the right thing. If the social and rest of the past two years has taught us anything, it's taught us that we need to, re-examine our commitment to making sure everyone is seen, heard, and present in the dialogue. We've taken a long hard look at our inclusion of media properties that serve underrepresented communities and focused on making sure our models take into account diversity across the board. And just like our commitment to journalism. We have launched a formal program on diversity called the minority inclusion initiative. Our multicultural marketplace has identified over 300 Hispanic and black owned or focused publishers with specific content for their communities. And we are the process of building out our Asian network.

Speaker 1 ([11:17](#)):

We recently launched Chinese, Japanese, Korean, and Vietnamese audience sectors in the U S and we're in the process of launching in other global regions. We are excited that a number of global brands embraced our thinking and have quickly jumped on board. I have four children, two of them under 10. And I have to tell you this as a father, what is happening with climate change scares the hell out of me. And it's something that I, and the attire management team have group and take very seriously. And so we wanted to figure out ways to at least start our journey towards a smaller carbon footprint. We focus on three different initiatives to support the environment and to just be a better corporate citizen of the world. We've examined our carbon footprint and the impact of our investments. We created standards across our privacy content and brand protection, and we're doing pro bono work for important social causes and an effort to shed light on very essential issues.

Speaker 1 ([12:15](#)):

We know it's idealistic and a bit optimistic, but you have to start somewhere. So that's a lot to cover, but we believe it will have real impact big brands and e-commerce providers who commit to quality content experiences and ethical behavior will garner trust and advocacy. Consumers will start to have better content experiences and will face less deception in their online experiences. We will start to see a rise and representation of underserved audiences and cultures, and let's face it. There will be, and there deserves to be losers. So the losers are poor quality ad exchanges that broker questionable inventory sites and social media, that pedal sensationalist content and the criminal elements that gain the system through their own advantage. If we put our money in the right places, they should see a decline in revenue and audience. So if I could champion three ideas here, they are, do not hesitate to get your house in order, embrace intelligent data strategies, make identity a priority, and invest in the tech stack to support it.

Speaker 1 ([13:28](#)):

Find first party data partners and publishers you trust to enhance your consumer intimacy, start building a rule book to help your teams make difficult decisions, because it will matter. You will have a competitive advantage in the modern marketplace. The old advantages of scale and longevity are going to give way to the new advantages of customer knowledge and speed of activation. Let me give you one fun example. As I leave you in the future in a biddable market place where data informs all media across all channels. If you're trying to sell an SUV and you want to bid on an impression, even a TV commercial on a big media network, you may be competing with a company trying to reach that same audience, but instead of buying an SUV, this person is looking to buy an engagement ring. So your competitive set in a biddable market changes entirely, but boy, that's where the funds going to be because the advantages and future marketplaces will be with those companies, have a keen understanding and intimate, fast data, understanding of their customers and get the timing of right about when to engage, what to engage with and how to close the sale.

Speaker 1 ([14:44](#)):

Thank you so much. I've enjoyed my time with you. Wish you all the best.