

copywriting

marketing, social media, corporate
communications and journalism

JEFF BEHRENS

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product marketing

I created a series of templates and UX/UI design conventions for web product marketing content at Nielsen, and worked with stakeholders to write content for many of the company's flagship products.

SOLUTIONS

NIELSEN MARKETING CLOUD

REAL SCIENCE. REAL RESULTS.

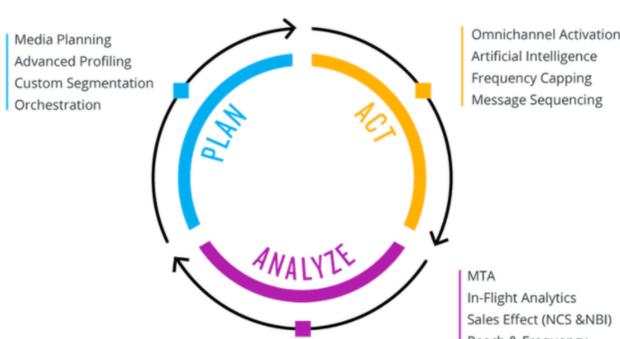
There's a science to making your marketing work harder.

IT BEGINS WITH SMART DATA.

Our marketing cloud gives you access to a universe of Nielsen audience data. We help you understand your customers at a level no one else can match. But it doesn't stop there. Using built-in analytics and Nielsen Artificial Intelligence (AI), our cloud is constantly evaluating the success of your marketing and making adjustments in real-time. The result? Every step of your marketing process gets smarter and more effective.

REQUEST MORE INFORMATION

Our fully-integrated platform enables you to manage every phase of the marketing process in a single place—from media planning and activation to data management and attribution.



ARTIFICIAL INTELLIGENCE TECHNOLOGY

Nielsen Artificial Intelligence (AI) is an adaptive learning technology—built into the Nielsen Marketing Cloud—that enables marketers to instantly act on changes in audience behavior to improve marketing relevance and results.

READ THE WHITEPAPER

SEE THE RELEASE

FROM OUR CLIENTS

"We are helping our clients leverage our real-time, rules-based offer distribution capabilities with Nielsen's powerful data assets and the industry-leading Nielsen Data Management Platform TO HELP CPG BRANDS AND RETAILERS SERVE THE RIGHT OFFERS TO THE RIGHT CONSUMERS."

Seth Sarelson
COO and Co-Founder, RevTrax

NEXT GENERATION MARKETING APPLICATIONS

Nielsen Marketing Cloud houses a variety of fully-integrated marketing applications that can be used on their own or together to fuel more efficient, higher impact marketing.



DATA MANAGEMENT PLATFORM

Expand, optimize, segment and activate your customer data across all marketing channels and platforms.



MEDIA IMPACT

Execute your media plan with the industry's most advanced omnichannel media planning and optimization application.



DATA AS A SERVICE (DAAS)

Find your target audience segment, or customize your own based on the characteristics that are most important to you.



MULTI-TOUCH ATTRIBUTION

Quantify the offline and online sales impact of each of your digital channels to understand to maximize your marketing ROI



IN-FLIGHT ANALYTICS

Analyze real-time consumer engagement through every stage in the purchase funnel.



THIRD-PARTY APPLICATIONS

Activate audience data in real time across all digital media and as well as hundreds of integrated content marketing, creative testing, search, email and social media platforms.

AWARDS & RECOGNITION

FORRESTER® RECOGNIZES NIELSEN DMP AS A STRONG PERFORMER IN THE FORRESTER WAVE™: DATA MANAGEMENT PLATFORM Q2 2017

Nielsen DMP ranks among the top three in the Current Offering category in The Forrester Wave™: Data Management Platform Q2 2017. Additionally, Forrester gave Nielsen DMP the highest score possible in Data Analysis and the second highest score possible in the Market Presence category.

We believe Forrester's report validates the Nielsen DMP as a leading marketing platform equipped with the highest quality data and the advanced technology and analytics it takes to improve customer experience and marketing performance.

[Read Forrester Wave >](#)

ADWEEK NAMES NIELSEN'S MARK ZAGORSKI, EVP, NIELSEN MARKETING CLOUD, A MARTECH SUPERSTAR

Adweek's editors created the MarTech Superstar list as a way of highlighting the MarTech world's most successful firms and the key executives that are changing the buying and selling of media and content on a near-daily basis. Collectively, they represent the brightest minds expanding marketplace opportunities in the brand marketing ecosystem.

[See it in Adweek >](#)

GARTNER® RECOGNIZES NIELSEN MARKETING CLOUD AS A 'CHALLENGER' IN THE 2017 MAGIC QUADRANT FOR DIGITAL MARKETING HUBS

This placement further validates Nielsen Marketing Cloud as a preeminent marketing stack that combines world-class Nielsen audience data, technology and analytics in a fully integrated platform.



[Get the report >](#)

THE DRUM AWARDS NIELSEN MARKETING CLOUD WITH THE 'MOST EFFECTIVE USE OF DATA' AT THE DRUM DIGITAL TRADING AWARDS IN THE UK

This award illustrates how the Nielsen Data Management Platform (DMP), a core Nielsen Marketing Cloud application, delivers results for major brands around the world. This U.K. campaign earned Carling an impressive 4.1x ROI.

[Read the story >](#)

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- About Nielsen
- Investor Relations
- Nielsen Families
- Responsibility & Sustainability
- Press Room
- Careers
- Contact Us

INSIGHTS

- Newswire
- Reports
- News Center
- Top 10 & Trends
- How We Measure
- Webinars & Events
- Newsletter Sign-up

SOLUTIONS

- Advertising Effectiveness
- Audience Measurement
- Marketing ROI
- Price and Promotion
- Product Development
- Reputation Management
- Shopper



brand positioning

I wrote the positioning copy for Nielsen's global brand relaunch, working with multiple business units and tens of stakeholders to craft a succinct but complete rendering of the company's broad and complex solutions.



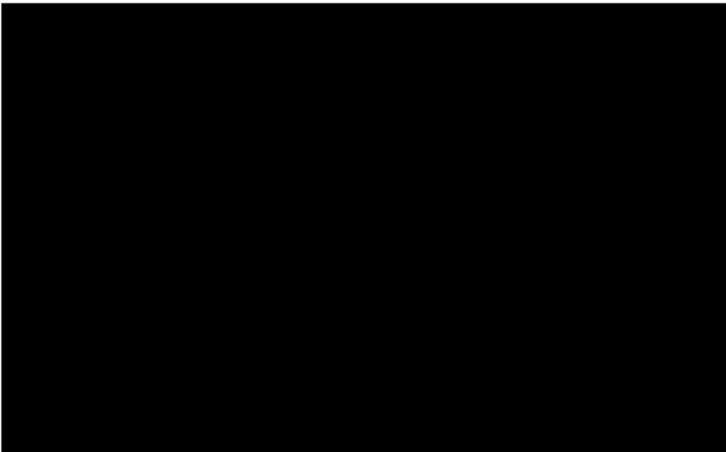
ABOUT US

Whether you're eyeing markets in the next town or across continents, we understand the importance of knowing what consumers watch and buy. That's our passion and the very heart of our business.

We study consumers in more than 100 countries to give you the most complete view of trends and habits worldwide. And we're constantly evolving, not only in terms of where we measure, or what we measure, but also in how our insights can help you drive profitable growth.

Whether your business is a multinational enterprise or a single storefront, we believe innovation is the key to success, in both what you create and how you market your products and ideas. That's why we continue to develop better solutions to help you meet the needs of today's consumers, and find out where they're headed next.

So let's put our heads together. We'll bring our insight to your business and help you grow.



LEADERSHIP

Get to know our leaders.



CAREERS

Lead, innovate, analyze, and connect. Explore exciting new career options at Nielsen.



INVESTOR RELATIONS

In more than 100 countries around the world, Nielsen provides clients the most complete understanding of what consumers watch and buy. Learn more about our company.



NIELSEN FAMILIES

Our panelists enrich our understanding of consumers' shopping and media habits.



SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Making an impact – and reducing our impact – through information and action.



COMMUNITY AND PUBLIC AFFAIRS

As a consumer, your opinions and ideas matter. We're committed to measuring behavior across ethnicities, cultures and organizations worldwide.



ACADEMIC AFFAIRS

Learning is at the core of what we do. We're honored to lend a hand in shaping the next generation of innovators.



SUPPLIER DIVERSITY

Our supplier diversity initiatives connect us to the minority, women, veteran, and LGBT-owned businesses that are the driving economic forces of the future.



AWARDS AND RECOGNITIONS

We're in it for you, not awards. But we're happy to be recognized.



PRESS ROOM

Read our latest press releases and connect with our global press team.

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COMPANY INFO

- [About Nielsen](#)
- [Investor Relations](#)
- [Nielsen Families](#)
- [Press Room](#)
- [Careers](#)
- [Contact Us](#)

INSIGHTS

- [Newswire](#)
- [Reports](#)
- [Top Ten & Trends](#)
- [How We Measure](#)
- [Webinars & Events](#)
- [Newsletter Sign-up](#)

SOLUTIONS

- [Audience Measurement](#)
- [Innovation](#)
- [Marketing Effectiveness](#)
- [Segmentation](#)
- [Shopper](#)
- [Social](#)



SOLUTIONS

CONSUMER INSIGHTS FOR SMARTER DECISIONS



COMPREHENSIVE **END-TO-END CONSUMER INSIGHTS** FOR FASTER, SMARTER, BETTER DECISIONS TO **HELP YOUR BUSINESS GROW.**

<p>SEGMENTATION</p> <p>86 PERCENT</p> <p>in retail spend growth will be driven by multicultural consumers over 10 years.</p>	<p>SHOPPER</p> <p>\$2.4 TRILLION</p> <p>total U.S. shopping center sales in 2012.</p>	<p>MARKETING EFFECTIVENESS</p> <p>15-30 PERCENT</p> <p>of marketing dollars miss their mark. We'll help you sharpen your aim.</p>
<p>INNOVATION</p> <p>1 IN 200</p> <p>new products achieve breakthrough success. Let's beat the odds together.</p>	<p>AUDIENCE MEASUREMENT</p> <p>85 PERCENT</p> <p>of tablet and smartphone owners use their devices while watching TV.</p>	<p>SOCIAL</p> <p>32 MILLION</p> <p>people tweeted about TV in 2012.</p>

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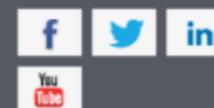
- [About Nielsen](#)
- [Investor Relations](#)
- [Nielsen Families](#)
- [Press Room](#)
- [Careers](#)
- [Contact Us](#)

INSIGHTS

- [Newswire](#)
- [Reports](#)
- [Top Ten & Trends](#)
- [How We Measure](#)
- [Webinars & Events](#)
- [Newsletter Sign-up](#)

SOLUTIONS

- [Audience Measurement](#)
- [Innovation](#)
- [Marketing Effectiveness](#)
- [Segmentation](#)
- [Shopper](#)
- [Social](#)





SOLUTIONS



SEGMENTATION

The **world** is a fragmented place. We can help you hone in on the **segments** that matter to you.

WHO IS MY MOST VALUABLE CONSUMER?

That's what every business needs to know, and, while there are plenty of potential customers, it seems they all want something different. From 30,000 feet, it's tough to see the difference between "movers and shakers" and "fast track families" or "football-watching beer aficionados" and "casual, sweet palate drinkers." And from way up there, it's even harder to figure out what makes them do what they do, buy what they buy, and watch what they watch. Sometimes your best view is from the ground.

That's where our segmentation solutions come in.

We analyze billions of data points from a host of sources, and from that, we can help show you consumers as they really are: unique segments instead of opaque lines on a spreadsheet or points on a map. We create custom segments to reach consumers that live between, or across, demographic segments – we might not have ready-made data on motorcycle moms from Georgia who jet ski, but if that's who you need to reach, we'll find the best way.

You can put this information into action regardless of your industry. For example, will your store be more successful in the nearby shopping mall or would you be better off setting up shop across town? Who is your competition for the people you care about most? Where are the gaps in your market? To what type of advertising do consumers react best?

Our segmentation solutions answer these questions in as much detail as you desire. We can give you aggregated and customized demographic data to understand geography based on region, state, zip, neighborhood, block-by-block and any level in between.

We can even help find consumer needs that haven't yet been articulated, giving you insight into how to shape your product offerings to rapidly evolving desires.

Once we've created a plan together, we'll give you the tools to measure its effectiveness. Consumers are evolving at light speed, but by analyzing the success of your marketing in real time, we can make in-flight adjustments that can save millions in ad dollars from mismatched campaigns.

We understand that consumer focus is critical to everyone's success; let's work together to put big numbers on your bottom line.

“ NIelsen SEGMENTATION SOLUTIONS ENSURE THAT WE ARE NO LONGER GUESSING ABOUT WHO OUR BEST CUSTOMERS ARE, HOW TO REACH THEM AND WHAT THEY NEED. IN THE LONG RUN, WE'LL BE ABLE TO BETTER SERVE OUR CUSTOMERS. ”

-SUSAN BROWN
SENIOR VICE PRESIDENT AND
MARKETING GROUP MGR.,
CALIFORNIA BANK AND TRUST

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HOW WE DO IT



SEGMENTATION & MARKET SOLUTIONS

Get to know your consumers so you can find others just like them.



THE CAMBRIDGE GROUP

Grow your business by understanding the current and potential demand of your most profitable consumers.



CONSUMER PANEL SERVICES

Our panels help you identify the "who" as well as the "why" and the "what" behind consumer purchases.



NIelsen CATALINA SOLUTIONS

Data from more than 60 million households provides a comprehensive, single-source view of the impact your advertising is having on sales.



PRECISION MARKETING

Raise your marketing efficiency by identifying, understanding, and locating your best consumers where they live and shop.

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COMPANY INFO

[About Nielsen](#)
[Investor Relations](#)
[Nielsen Families](#)
[Press Room](#)
[Careers](#)
[Contact Us](#)

INSIGHTS

[Newswire](#)
[Reports](#)
[Top Ten & Trends](#)
[How We Measure](#)
[Webinars & Events](#)
[Newsletter Sign-up](#)

SOLUTIONS

[Audience Measurement](#)
[Innovation](#)
[Marketing Effectiveness](#)
[Segmentation](#)
[Shopper](#)
[Social](#)





SOLUTIONS

Let's **understand** the shopper's journey and **grow brands** together.

KNOW YOUR SHOPPER. GROW YOUR REVENUE

The path to purchase isn't always a direct route. Shoppers face countless options along their journey, and each one forces them to make a decision before they can move forward. Sometimes they zig for something healthy or convenient. Other times they zag for something inexpensive and tasty. Was it the packaging that caught their eye? The placement on the shelf? Or perhaps their mission was driven by a quest for nutrition. Wouldn't it be great to always have clear direction?

That's where Nielsen comes in. Not only will we help you understand who your shoppers are, but we'll pinpoint what they're buying, where and when and why. Then, we'll help you reach them. Understanding shopper attitudes, motivations and behaviors is crucial in creating a roadmap that funnels traffic in your direction. With this complete picture, we'll help you reach your shoppers effectively and improve the performance of your stores, categories and brands.

Our industry-leading consumer panels monitor shopping behavior in more than 250,000 households in 25 countries. And to make sure we deliver actionable insights, we use point-of-sale technology that alerts you to key shopper behavior in stores, as well as across TV, online and social media outlets. We also have deep-rooted relationships with retailers and manufacturers that yield powerful insights for connecting consumer demand with what shoppers buy.

Having data only gets you halfway to strategic planning, though. That's why Nielsen provides intuitive tools and analytic resources so you can quickly identify what matters to you. Look for data harmonized in one platform—globally.

Timely, flexible analytics will give you a holistic view of the marketplace—and that's our standard for measurement.

“ THE PATH TO PURCHASE IS EVOLVING. DIGITAL IS EMPOWERING AND INFORMING SHOPPERS AS THEY MAKE THEIR PURCHASING DECISIONS. THE KEY TO SUCCESS IS SATISFYING SHOPPER NEEDS FOR CONVENIENCE, CHOICE, AND VALUE FOR MONEY. ”

-JEANNE DANUBIO
SVP, CONSUMER & SHOPPER
ANALYTICS, NIELSEN

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HOW WE DO IT



RETAIL MEASUREMENT

Understanding retail spending is the key to effective shopper marketing solutions. With our insights, your retail operation will always be shopper-friendly.



CONSUMER PANELS

We use consumer panels to dig deep into shopper behavior, helping you understand the why behind the buy so that you can enhance your marketing approach.



ADVANCED ANALYTICS

Our portfolio of analytic solutions help take the guesswork out of creating the optimal shopping environment, pricing and promotion strategy, and the ideal product offering.

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[Contact Us >](#)

COMPANY INFO

About Nielsen
Investor Relations
Nielsen Families
Press Room
Careers
Contact Us

INSIGHTS

News wire
Reports
Top Ten & Trends
How We Measure
Webinars & Events
Newsletter Sign-up

SOLUTIONS

Audience Measurement
Innovation
Marketing Effectiveness
Segmentation
Shopper
Social



SOLUTIONS

MARKETING
EFFECTIVENESS

Marketing isn't rocket science, but there is a **science** to it. Knowing what your customers watch and buy will help you **tune up** your marketing mix, **prioritize** spending and create effective, efficient and **memorable** marketing plans.

WHAT'S WORKING, WHAT'S NOT?

That's what you need to know about your marketing to make sure it's giving you what you need. Department store magnate and ad pioneer John Wanamaker certainly was onto something when he said, "Half the money I spend on advertising is wasted; the trouble is, I don't know which half."

But times have changed. By asking the right questions, you can figure out which of your halves are the heavyweights, and which might need a workout.

We ask three questions. Well, okay, the truth is, we ask a lot of questions. We're curious by nature and want to know as much as we can about your business to help guide your marketing strategy. But here's what we want to determine:

- How much should you be spending on marketing?
- How should you be allocating it among all of your options for advertising and promotion?
- What are the right marketing messages and activities?

We collaborate with manufacturers, retailers and media companies so you can evaluate your marketing strategy from every angle. Our shared goal is to make the critical connection between your marketing and sales. Did your most profitable audience see your message? Did consumers respond positively? Did your pricing and promotions influence more people to buy your product, more often? Were they profitable for both manufacturers and retailers?

See? Told you more questions were coming, but thankfully the answers are all around us, if you know where to look. We study macro-level trend data that shows what consumers watch and buy en masse. We'll show you how your business is being talked about in conversations happening around the clock, and around the world, in social media channels. Even the human brain itself can provide fascinating insight into consumers' subconscious reaction to marketing.

“ NIELSEN HELPS US SEE WHAT'S WORKING ACROSS OUR ENTIRE PORTFOLIO OF BRANDS. ”

-SHAWN O'NEAL
VICE PRESIDENT, GLOBAL CMI
ANALYTICS, UNILEVER

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HOW WE DO IT



NIELSEN CATALINA SOLUTIONS

Data from more than 60 million households provides a comprehensive, single-source view of the impact your advertising is having on sales.



ADVERTISING EFFECTIVENESS

Understand the impact of your advertising across TV, online and mobile. Specifically: Did it reach your intended consumer, did the message resonate and did the consumer react as a result?



SEGMENTATION

Pinpoint the customers who want to buy your product and effectively shape your marketing efforts. It all comes down to creating a single view of consumers: who they are, how they shop and why they buy.



AUDIENCE MEASUREMENT

You know your customers engage with video—whether on traditional TV or on a laptop. A single-source approach to understanding consumers' viewing behavior across all screens is the perfect strategy to get your message on the best screen at the best time.



NIELSEN CAMPAIGN RATINGS

The advertising industry needs accurate, consistent measures of who sees advertising campaigns on TV, digital, and across both to understand the true impact and elevate return on investment.



CONSUMER NEUROSCIENCE

Why say something in 30 seconds when you can get the same reaction in 15? Understanding consumers' subconscious response to your ads can show you where to compress your message, and deliver more efficient media spend.



SOCIAL

Tap into billions of social media conversations and other online intelligence to help you make sense of the buzz about your product to determine what message you should be sending.

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Contact Us >

COMPANY INFO

About Nielsen
Investor Relations
Nielsen Families
Press Room
Careers
Contact Us

INSIGHTS

NewsWire
Reports
Top Ten & Trends
How We Measure
Webinars & Events
Newsletter Sign-up

SOLUTIONS

Audience Measurement
Innovation
Marketing Effectiveness
Segmentation
Shopper
Social





SOLUTIONS



INNOVATION

Our leading-edge **innovation strategies** put your product offerings in prime position to **succeed**.

INNOVATE FOR GROWTH AND CREATE NEW DEMAND

Innovation takes practice, a focus on the fundamentals and creativity. It takes attention to detail and a passion for turning great ideas into products that consumers want.

Great innovators make it look easy, almost magical. But into every breakthrough innovation goes immense time, discipline, and analytics. That's where we come in.

Nielsen and its strategic partners are backed by 30 years of experience developing, optimizing and validating product campaigns. In that time, we've evolved an end-to-end innovation process that begins by taking a step back and asking, what do people really want?

It might seem like a simple question, but the truth is, consumers often don't know themselves. Our innovation approach identifies not only what consumers say they need, but also needs that haven't yet been articulated. That's where breakthrough product opportunities—those with true potential to achieve sustainable growth for your business—reside.

But it's not only about making things. You also need to package, distribute and figure out how to market to the people who will benefit most. And timing is critical; even the best winter coat probably won't sell in the summertime, but a slight schedule adjustment could make the difference between a tepid launch and gangbuster sales.

Finally, a road map for expanding your product offerings that anticipates consumers' future needs will ensure you're a few moves ahead of the competition. We can help evolve your strategies so they'll work as well tomorrow as they do today.

“ NIELSEN'S WORK WITH BALL PARK LED TO BREAKTHROUGH DISCOVERIES AND HELPED US BUILD STRATEGIES THAT WERE A RADICAL DEPARTURE FROM THE PAST. THE COMPANY'S CONSUMER-CENTRIC APPROACH HELPED US DRIVE GROWTH AND GAIN THE NO. 1 STANDING IN THE HOT DOG CATEGORY. ”

-PHILIPPE SCHAILLEE
CHIEF MARKETING OFFICER OF
SARA LEE NORTH AMERICA RETAIL /
FOODSERVICE

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HOW WE DO IT



THE CAMBRIDGE GROUP

Grow your business by keeping one step ahead of consumer demand.



CONSUMER NEUROSCIENCE

Understand consumers' subconscious to see how they respond to new product concepts and packaging.



INNOVATION ANALYTICS

In order to achieve breakthrough innovation success, you need to know which aspects of your products work and which don't, before you launch. We can help you determine through a consultative approach that illuminates how to capitalize on features that are outstanding and fix those that aren't.

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[Contact Us >](#)

COMPANY INFO

[About Nielsen](#)
[Investor Relations](#)
[Nielsen Families](#)
[Press Room](#)
[Careers](#)
[Contact Us](#)

INSIGHTS

[Newswire](#)
[Reports](#)
[Top Ten & Trends](#)
[How We Measure](#)
[Webinars & Events](#)
[Newsletter Sign-up](#)

SOLUTIONS

[Audience Measurement](#)
[Innovation](#)
[Marketing Effectiveness](#)
[Segmentation](#)
[Shopper](#)
[Social](#)



SOLUTIONS



Today's media world is increasingly **multi-faceted**. Get true **insight** into who's watching, regardless of where, when or on what device.

REACH YOUR AUDIENCE ACROSS TOUCH POINTS

You spend valuable time and resources developing content and planning your media strategy. So you probably have questions about whether you're reaching the right audience on the right device at the right time. Nielsen has the answers, and we'd love to share them with you.

Our audience measurement data and advanced solutions provide a comprehensive picture of how, when and where your consumers are connecting with content. With this insight, you can create programming that viewers love, which will make you a hit with advertisers.

What's our secret? We measure how consumers engage with media across TV, online and mobile, while continuously exploring emerging technologies. Our television meter provides an electronic snapshot of consumer viewing, our Internet user panels provide online audience metrics, and we're using on-device meters to record interactions with smartphones and tablets. We're also measuring how consumers engage with all of these devices together, taking the guesswork out of trying to figure out who and how many people watch your shows and see your commercials across TV and digital media.

In order to stay ahead of the game, we provide an abundance of high-quality data. But don't let that scare you. We also provide fast, easy access to it, as well as an expert analytic perspective on how to use it best.

You'll have an all-encompassing view of who's watching, how, when, where and even why. With that kind of information, you'll be able to identify the best ways to reach your audiences across touch points.

“ AS CONSUMERS WATCH THEIR FAVORITE TV SHOWS ACROSS INTERNET-CONNECTED DEVICES, MEASUREMENT IN THIS AREA BECOMES CRITICAL TO THE LONG-TERM HEALTH OF THE ENTIRE INDUSTRY. ”

-JEAN-PAUL COLACO
SENIOR VICE PRESIDENT,
ADVERTISING, HULU

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HOW WE DO IT



ONLINE AUDIENCE MEASUREMENT

We measure actual viewing behavior through panel homes, providing key insight into who is engaged and who isn't.



MARKETING EFFECTIVENESS

Measuring across screens is the first step. The next is assessing if your message is resonating with consumers and eliciting a reaction. That's where we come in.



DATA FUSION

By providing you intelligently combined data from a variety of sources, we give you a comprehensive and multi-dimensional view of your audience.



TV AUDIENCE MEASUREMENT

We pioneered TV audience measurement and continue to provide industry-leading insight into what people are watching.



MOBILE AUDIENCE MEASUREMENT

We understand the ins and outs of consumer response to mobile advertising because we developed the technology to measure it. And we continue to innovate as technology advances.

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[Contact Us >](#)

COMPANY INFO

- About Nielsen
- Investor Relations
- Nielsen Families
- Press Room
- Careers
- Contact Us

INSIGHTS

- NewsWire
- Reports
- Top 10 & Trends
- How We Measure
- Webinars & Events
- Newsletter Sign-up

SOLUTIONS

- Audience Measurement
- Innovation
- Marketing Effectiveness
- Segmentation
- Shopper
- Social



SOLUTIONS



To think that it all started with **smoke signals**. Today, social media is **blazing a new trail**.

SOCIAL TV: GET IN ON THE CONVERSATION

Social media is re-energizing TV—acting like a shot of pure adrenaline that’s fueling millions of digital conversations. And those conversations—just over 800 million strong in 2012—have created the digital dialogue we’ve come to know as social TV.

And this is no fad. It’s a second-screen phenomenon that’s created some of the most influential conversations out there—so much in fact that TV programmers are integrating hashtags and social conversations directly into their shows. There’s no water cooler conversation on the planet with that much pull. So how do you tap into this ever-expanding discussion?

Tracking programs across 240 TV channels in the U.S., Nielsen’s **SocialGuide** empowers networks, advertisers, agencies and multi-system operators (MSOs) to understand, measure and act on the social momentum of live TV. With insight into real-time conversations, we can help you achieve critical business decisions: How can networks apply TV’s social halo to drive tune-ins? How can an advertiser make more informed media planning and buying decisions? How can MSOs guide viewers toward trending programs. With **software** and **Twitter TV APIs** (application programming interfaces) for real-time engagement and analysis, SocialGuide enables you to create truly immersive consumer experiences.

And in the Fall of 2013, **Nielsen Twitter TV Ratings** will provide the first and only standardized measurement of the reach of individual tweets on Twitter—not just Twitter activity, but a measure of who sees the tweets. So even though the realm of social TV is rapidly expanding, you’ll always be able to zero in on precise Twitter impressions and actual reach among unique users on any Twitter-supported device.

Social is reenergizing TV. We’ll provide the capabilities so that you can maximize the opportunity.

“ TWITTER IS A POWERFUL MESSENGER AND A LOT OF FUN FOR FANS OF OUR SHOWS, PROVIDING THEM WITH THE OPPORTUNITY TO ENGAGE, CONNECT AND VOICE THEIR OPINIONS DIRECTLY TO EACH OTHER AND US. COMBINING THE INSTANT FEEDBACK OF TWITTER WITH NIELSEN RATINGS WILL BENEFIT US, PROGRAM PRODUCERS, AND OUR ADVERTISING PARTNERS. ”

-PETER RICE
CHAIRMAN AND CEO, FOX NETWORKS GROUP

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HOW WE DO IT



SOCIALGUIDE

Understanding the chatter about your TV programs is a vital aspect of a comprehensive media strategy.



INNOVATION

Looking to develop the next breakthrough innovation? We have an end-to-end process that can help make that happen.



MARKETING EFFECTIVENESS

Social is just the tip of the iceberg when it comes to our ability to help you evaluate the effectiveness of your marketing.



NIELSEN CAMPAIGN RATINGS

We can monitor audience exposure to any online ad campaign on any Web site. We can also verify whether campaigns reach their intended audiences.

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[Contact Us >](#)

COMPANY INFO

- About Nielsen
- Investor Relations
- Nielsen Families
- Press Room
- Careers
- Contact Us

INSIGHTS

- NewsWire
- Reports
- Top Ten & Trends
- How We Measure
- Webinars & Events
- Newsletter Sign-up

SOLUTIONS

- Audience Measurement
- Innovation
- Marketing Effectiveness
- Segmentation
- Shopper
- Social



corporate communications

I have written content for corporate publications, newsletters, emails and blogs. These articles from the Depository Trust and Clearing Corporation's newsletter, *@dtcc*, were published in print and online.

How Customers Learn to Use DTCC Services

by Jeffrey Behrens

As DTCC rolls out new services, enhances existing ones and upgrades its systems, a key aspect of customer service entails keeping the personnel at customer firms up to speed on how to use these services and systems.

DTCC focuses on this side of the business through DTCC Learning, which has expanded its curriculum and use of the internet to offer courses, podcasts, simulations and other learning tools. In addition, to keep closely attuned to the industry's existing and emerging training needs, DTCC Learning recently formed an advisory board that consists of six DTCC executives and is being expanded to include executives from customer firms, as well.

"Our goal is to ensure customers are operating at maximum efficiency when it comes to the products and services offered by DTCC subsidiaries," said Kaliym Islam, vice president for DTCC Learning. "Our programs help firms maintain a high level of DTCC expertise among their employees, which translates into greater day-to-day operational efficiencies. We also help smooth the transition to new services with advance training in new systems and applications."

An added benefit for customers whose personnel have a solid grounding in DTCC services is stronger business continuity and succession planning.

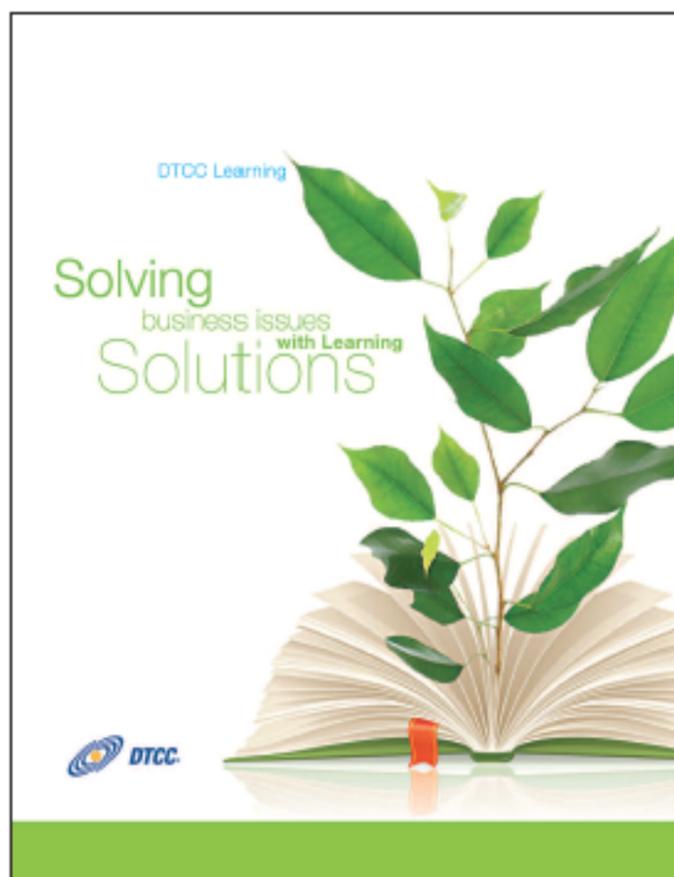
Types of programs

DTCC Learning offers an extensive roster of prepackaged courses. Some are geared toward the nuts and bolts, such as training in the actual usage of a service. Other courses are broader, such as an introduction to the securities market and DTCC's role in it.

Also available are certification programs that train professionals in the use of DTCC's product offerings. One program covers Asset Services (including Custody, Deposits, Dividends, Reorganization and Withdrawal); the most recent certification offerings are for the Clearance and

Settlement businesses.

DTCC Learning can tailor programs specifically to customers' needs, partnering with a firm to assess the knowledge, skills and experience of its employees, and develop training that integrates with the firm's other employee learning initiatives. "We collaborate closely to ensure the DTCC courses supplement and enhance



our customers' learning process," said Barbara Edwards, DTCC director, Strategic Learning Solutions.

DTCC Learning is also available to assess programs that customers have developed in-house to educate their employees about DTCC's platforms and applications.

For customers that are new members of any DTCC subsidiary and for existing customers that purchase a new service, there is no charge for tapping DTCC Learning. Existing customers are charged at-cost rates depending on the type of training, with volume discounts available.

A menu of options

DTCC Learning allows firms to select the programs that meet their requirements and fit easily into their employees' schedules. Most courses are certified by the Institute of Certified Bankers, a

subsidiary of the American Bankers Association, and credits earned taking these courses can be applied toward a Certified Securities Operations Professional certification.

- **Instructor-led courses** are conducted by certified DTCC instructors in person and via the Internet. These classes are held at DTCC's New York or Tampa offices, at a customer's office (upon special request), or via Webinars, which are live online sessions that can bring together personnel from multiple locations simultaneously, creating a virtual classroom. In all cases, students have the opportunity to ask questions and interact with each other.

- **Self-paced learning** includes online courses, viewing pre-recorded training sessions or taped live training, and podcasts.

"Our online courses were all created by instructional designers with experience in adult learning and user interface design," said Edwards. "They are structured to engage the learner and increase his or her ability to retain information."

Podcasts are the latest addition to DTCC's learning menu. Usually about five minutes long, podcasts can be downloaded from the www.dtcc.com website and played on personal computers or portable media players. The podcast inventory is continually updated and includes training tips and important information about DTCC subsidiaries.

"People in our industry are busy managing competing demands," said Islam. "We try to make it easy for them to learn and stay abreast of changes in our service offerings and systems, which results in greater efficiency all around." @

[To learn more about DTCC Learning, contact Barbara Edwards, DTCC director, Strategic Learning Solutions at bedwards@dtcc.com or 212.855.2261, or visit www.dtcc.com/products/training.]

DTC Important Notices Move To www.dtcc.com's RSS Feed

by Jeffrey Behrens

DTCC continues to expand the capabilities of its corporate website, most recently with the inclusion of Depository Trust Company (DTC) Important Notices among its RSS-based Subscription Center offerings.

With this transition, Important Notices published by all DTCC subsidiaries are now available for delivery via RSS (Really Simple Syndication), an XML-based technology that allows visitors to receive website content in real time.

"We began offering RSS feeds earlier this year in response to customer feedback requesting easier, faster access to news and information about DTCC," said Adam Bryan, DTCC managing director, Client Services. "DTC Important Notices are a key source of information for many customers and by

adding them to the RSS menu of content, our goal is to further enhance the customer experience with DTCC."

June 30 retirement date

Effective June 30, the email notification system that has been the primary distribution method for DTC Important Notices will be retired in favor of the more flexible and timely RSS.

To give customers time to adjust to this change, those who currently receive the Important Notices via email will be able to use the two systems interchangeably until the June 30 cutoff. (During this transition period, DTCC will not add any new

subscribers to email distribution.)

Previously, DTC Important Notices were distributed via email on a set schedule; now, RSS allows users to access them as they are published. At the same time, RSS subscribers can access any of DTCC's 25 news feeds to retrieve other information, including press releases and articles from four DTCC publications.



How to get RSS

To access DTCC's RSS feeds, visit www.dtcc.com and click the Subscription Center link, located in the top right corner of every page on the site. Users may then view or subscribe to a feed or series of feeds by clicking on the orange RSS logo next to the desired content. No email address or personal information is required to access RSS content.

The DTCC Subscription Center additionally offers one-click access for users of Newsgator, My Yahoo! or Google Reader, each of which provides free Web-based access to RSS feeds. Alternatively,

users may subscribe using a stand-alone RSS feed reader application, or by using feed readers integrated with commonly used applications such as Microsoft Outlook 2007, Lotus Notes and Internet Explorer 7.0. Some software allows RSS feeds to be displayed on corporate intranets, providing another outlet for this highly flexible technology. @

[For questions or comments on DTCC's Subscription Center, contact Ieuan Williams, DTCC manager, Corporate Communications, at iwilliams@dtcc.com or 212.855.4177.]



DTCC's purpose is to help grow the world economy by furthering the development of low-cost, efficient capital.

DTCC's mission: By 2010, to be the acknowledged world-class provider of servicing solutions to financial markets through leadership, innovation, technology, risk management and strategic alliances.

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www.dtcc.com Makes It Really Simple

A new highly flexible feature on www.dtcc.com allows customers and other subscribers to customize the information they receive from the site and decide how they will receive it. DTCC created this capability in response to customer feedback requesting easier, faster access to news and information about the organization.

The service, which is available from www.dtcc.com's "Subscription Center," relies on Really Simple Syndication, or RSS, an XML-based tool that is becoming the global standard for delivering customized information from websites quickly and cost-effectively.

"The Subscription Center gives customers an easy, comprehensive way to receive Important Notices and other information about DTCC in real time – without cluttering their email inboxes," said Adam Bryan, DTCC managing director, Client Services. "We developed this capability based on what we were hearing from customers and our desire to continually improve their experience with DTCC. What's more, best practices research indicates RSS is being used by all major service-based organizations; it is clearly the future of information delivery and we are really excited about being able to offer it to our customers."

Benefits to subscribers

The Subscription Center currently includes Important Notices from National Securities Clearing Corporation, Fixed Income Clearing Corporation and DTCC Deriv/SERV, as well as DTCC press releases and articles in the major DTCC newsletters. The service will cover all subsidiaries by the second quarter of this year, including The Depository Trust Company's Important Notices.

Subscribers can receive information via any device that connects to a web browser, such as computers, Blackberrys or cellphones. They also can choose to receive newsfeeds via their email systems. Information is never sent in actual email messages, meaning it does not burden corporate email scanning, storage and retention systems. (The email system must include tools that read RSS, as do Microsoft Outlook 2007 and Lotus Notes 7.0.2.)

"We are continually looking for ways to improve customer communication, and the Internet is an invaluable tool for helping achieve this objective," said Crystal Bueno, DTCC director, Corporate Communications, and architect of DTCC's new website. "The site provides easy access to news, product

information and training programs, and also helps customers and the industry gain a better understanding of DTCC's corporate strategies and direction."

DTCC's newsfeeds can be incorporated into any RSS reader or RSS-capable web page, such as iGoogle, MyYahoo or NewsGator, or corporate intranet software like SharePoint. For example, iGoogle is available via a link on Google's home page and allows



How to Get Your DTCC Newsfeeds

RSS newsfeeds are highly customizable and can be accessed in several ways:

- **A free web service.** Several RSS readers are available for free on the web, including Google Reader (<http://reader.google.com>), My Yahoo! (my.yahoo.com) and NewsGator (www.newsgator.com).
- **Email software.** Some email systems, such as Microsoft Outlook 2007, Lotus Notes 7.0.2. and Mozilla Thunderbird, come with built-in RSS readers.
- **Web browsers.** An increasing number of web browsers, including Internet Explorer 7 and Mozilla Firefox, have RSS-feed capability built in. Simply click the RSS icon in your browser to subscribe.
- **Corporate intranets.** RSS feeds can be placed directly on corporate intranet sites using software such as SharePoint, allowing employees to digest information at their leisure.

subscribers to create a personalized page that gathers information from across the web. (See box, page 16, for more information.) Once customers have decided how to obtain their newsfeeds, they will be able to automatically receive updated, customized information about DTCC and the industry in one place.

Other benefits of DTCC's Subscription Center include:

- **Real-time updates.** As soon as information is posted to www.dtcc.com, customers receive the content. They no longer have to track updates to www.dtcc.com or wait for after-hours email alerts.
- **No "missed" notices.** Important Notices and messages issued via mass emailings sometimes get caught in "spam-filters." The RSS newsfeeds are not transmitted via email and therefore are not subject to such filters.
- **Flexible options.** RSS newsfeeds are supported by a growing

list of software tools, making it easy and economical for firms' IT departments to integrate the information directly into their corporate intranet if they choose. For instance, a customer could program an index of Important Notices to appear directly on its intranet.

How it works

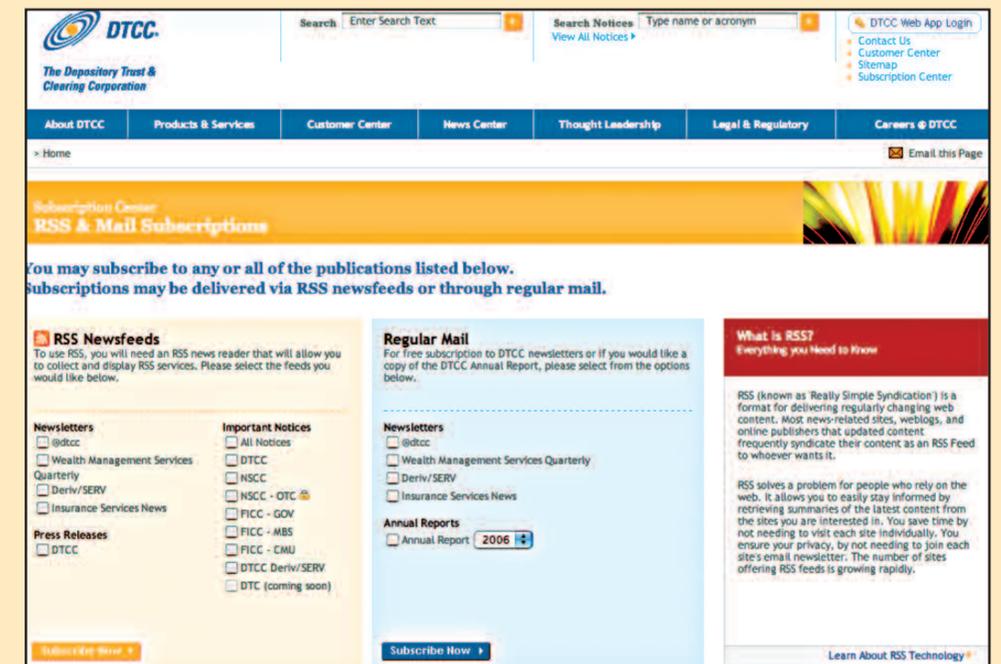
To set up a subscription, DTCC subscribers click a link called Subscription Center, which appears on the upper-right-hand corner of every page on www.dtcc.com. Once they have established their preferences, including the type of information they want to receive and where they will view it, their newsfeeds are automatically updated with new content from www.dtcc.com as soon as it is released. @

[Send comments on DTCC's RSS capability to newsfeeds@dtcc.com or contact Ieuan Williams at iwilliams@dtcc.com or 212.855.4177.]

Who Else Uses RSS?

Organizations around the world use RSS to disseminate information to the public. The industry standard icon that denotes an RSS feed is an orange square with white "radio waves." Here are a few members of the RSS club.

- The White House. The White House RSS feed for President George W. Bush delivers headlines and links to White House news.
- LCH.Clearnet. Customer Notices are distributed from LCH via RSS.
- Singapore Exchange Ltd. Important information and research reports are distributed via RSS.
- The U.S. Department of the Treasury – Office of Foreign Assets Control (OFAC). The "Recent Actions" notices are available from this website via RSS.
- The Federal Reserve Board. Data and news from the Fed are available via RSS.
- The Securities and Exchange Commission. Users can subscribe to the "daily digest" via RSS, among other news feeds.
- NYSE Euronext. The exchange uses RSS to distribute system status notifications, news releases and data releases.
- Nasdaq. Uses RSS not only to distribute stock quotes, but also the top 100 up and the top 100 down.



journalism

After working in environmental politics during the 2004 election cycle, I briefly returned to journalism to report on conservation policy and highlight new actors in the legislative space.

Profile: Rep. Melissa Bean, D-III.

UPI, March 12, 2005

WASHINGTON, March 12, 2005 (UPI) -- After running -- and winning -- one of the most contentious congressional races in 2004, and with the knowledge that she is already being targeted by the Republican Party to oust her in 2006, it may be surprising that Democrat Melissa Bean, Illinois' 8th District Congressional representative, has found little difficulty in working with her Republican colleagues in the U.S. House of Representatives.

"I haven't seen any challenges there," she said.

Bean, 43, says her backing so far has been "across the board," and that she has worked closely with Republican members on the Financial Services and Small Business committees.

Bean defeated 17-term incumbent Phil Crane by 9,043 votes, a narrow margin in her second run against him in a district that is composed of a mix of rural and urban areas and includes some of the Chicago region's most Republican outer suburbs. Bean ran and lost to Crane in 2002.

Her main adversary this term lies in keeping herself aware of goings on in her district while maintaining a presence in Washington, she said.

"Health care is the number-one thing I hear" when speaking to constituents about their concerns, she said.

In Congress, Bean says she wants to improve access to health care by supporting efforts to reduce costs and by making it easier for small businesses to provide health care to employees.

As a business-owner herself, she also says she will focus on infrastructure and transportation in her district, to help attract new business opportunities there and also to "improve the quality of life for people in a very fast-growing district."

Bean, who was endorsed largely by progressive organizations like the League of Conservation Voters and NARAL Pro Choice America, does not use the label "progressive" to describe herself, despite having supported many issues that are considered Democratic by tradition, such as strong, government-imposed industrial environmental legislation.

"Clean air and clean water is not 'progressive,'" she said.

Bean was one of relatively few 2004 congressional candidates to take a position on the environment, supporting the revitalization of Superfund, a tax on industry created with the intention of building a fund to clean up toxic waste sites. Bean opposes oil drilling in the Arctic National Wildlife Refuge, which has been championed by the Bush administration.

Bean also supports economic and small business development in her district, which is already home to many major corporations' headquarters. She describes herself as a fiscal conservative and a moderate Democrat.

While her campaign Web site noted that she opposed "any attempt to privatize Social Security," she now says President Bush "should be lauded for taking a long-term view" on the matter.

Bean said she could support some Social Security reforms, but asks the president who would pay the transition costs of making private accounts available to citizens, which, by some accounts, could reach up to \$1.3 trillion.

"We have to talk about it," she said.

While some first-term members of Congress might balk at the extensive travel schedule required of any representative, for Bean it's almost easier than her previous career.

"I always traveled in the business world," she said.

Her previous work as founder of Sales Resources, Inc., a business-consulting firm, kept her traveling throughout the United States for much of her career. Bean now does most of her traveling between her district office in Palatine, Ill. and her office on Capitol Hill.

She uses the weekly trips to her district, she says, to keep her finger on the pulse of her constituents and, of course, to visit her husband and two daughters at their Barrington home.

"A lot of it is going to be about being accessible" to both her constituency and her colleagues in the capital, she cited as one challenge she will face in her first two-year term, adding that she would like to "bring Congress to the community" in the next two years.

###

Questionable gains from Alaska oil

UPI, April 27, 2005

WASHINGTON, April 27 (UPI) -- It may be quite some time, if ever, before President Bush is able to push through his plan to drill for oil in Alaska. Moreover, analysts on both sides of the debate argue that it could take up to a decade before the impact of the controversial plan to drill for oil in the Arctic National Wildlife Refuge can be felt by consumers.

"There's no way drilling in the Arctic is going to change that price," she said. "We would be feeding into a global market," said Kelly Hill Scanlon of the Northern Alaska Environmental Center, an Alaskan organization working against drilling.

Then there is the question of whether there will be enough Alaskan oil to curb some of the seemingly insatiable U.S. appetite for petroleum and actually bring energy costs down.

"How will oil from the Arctic National Wildlife Refuge affect world oil prices?" asked Elliott Negin, spokesman for the Natural Resources Defense Council. "The short answer is: It won't. It is simply too small an amount to have any effect on world oil prices."

Still, the Senate voted by a margin of 51-49 March 16 to keep a provision allowing funds for Arctic drilling exploration in the 2006 congressional budget resolution. Before exploratory drilling efforts begin, however, the House of Representatives will have to pass a similar measure and the two will need to come to agreement on a final version of next year's budget.

Kevin Hand, executive director of Arctic Power, an Alaskan grassroots lobbying organization working on behalf of oil businesses, the state and voters in favor of drilling in the Arctic National Wildlife Refuge, agreed that there are few immediate benefits to approving Arctic drilling. The long term benefits, however, are manifold, he said.

"We see a lot of positive economic benefits to drilling," Hand said, including job creation, increased federal revenues and increased oil revenues for the state of Alaska. Arctic Power states that anywhere between 250,000 and 750,000 jobs could be created across the country over several years, in the form of independent contracts and other jobs, if Congress were to move forward with ANWR drilling.

Yet when it comes to a direct link between Arctic drilling and gas prices at the pump, "those are a bit more difficult to directly attribute," Hand admitted.

Arctic wells would feed into a global market for oil, Hand said. For this reason, too many factors are in play to make a definite claim as how drilling in Alaska will affect oil prices at the consumer level, and it is indeed far too early to make any positive claims to this effect.

A 1998 United States Geological Survey study estimated that five to 16 billion barrels of oil could be extracted from the Arctic National Wildlife Refuge. This, while not the largest American oil reserve, could nonetheless be tapped at one million barrels per day for up to 25 years. In total, the United States consumes about 20 million barrels per day, according to Department of Energy. Within the U.S. borders, the biggest oil producing regions are found in Texas, namely the Permian Basin in West Central Texas and eastern New Mexico, and the offshore reserves off Texas' coast in the Gulf of Mexico.

Scanlon said consumers may never see any direct correlation between drilling and prices at the pump, and that since there is "no guarantee" the oil will be sold in the United States, it will be subject to world market prices. Since the amount of oil estimated to be in the Arctic refuge is comparatively small to some of the world's other oil reserves, there is little hope that it will have a significant impact on oil prices globally.

Athan Manuel, Arctic drilling expert for the U.S. Public Interest Research Group, which opposes drilling, agreed that there is "no way" consumers will see any direct relationship between Arctic drilling and the price for consumer oil and gas.

"The largest oil field in the U.S. can't shield the consumer" from the global market prices for oil, he said, adding that he has "no idea" how Republican backers of the provision justified such claims.

While the United States once purchased the lion's share of oil from the open market, granting it leverage in ensuring prices were kept low for consumers, there are now other countries, most recently China, that are on the rise to match our own consumption. Hand said that, given its current consumption trajectory, China will eventually exceed the United States in total oil consumption, both because of its high population and its bolstering economy of late.

According to the International Energy Agency, China's oil consumption will increase by 7.5 percent per year, which is more than seven times faster than the United States' rate of increase. The agency also said that at the current trajectory, Chinese imports of oil will equal U.S. imports by 2030.

In 10 years, the earliest some say ANWR oil wells could be online, the world market for oil could change dramatically,

making it all the more difficult to project how new sources will affect it. Drilling, Hand said, merely "allows us some flexibility" should the United States feel the need to increase its oil output.

To Scanlon, though, the risk both to the environment and to the native Alaskan societies living in the region is not worth it. She is skeptical that the jobs created by ANWR drilling projects will be significant for Alaskans.

"There is outside contract work that will happen," she said.

Reducing the national oil dependency should be a top priority, over seeking new ways to generate oil income, Scanlon said. But convincing residents in her state will be difficult, she said. Alaska recovers 12.5 percent of all oil revenues generated within its borders and distributes them evenly among its residents, regardless of age. Last year, each Alaska resident got \$919.84 in oil returns.

For a family of four, that's an additional \$3,679 in disposable income.

"That creates dependency," Scanlon said. She maintains that because of these payouts, Alaska residents are more likely to be nearsighted in their view of the world oil market, noting that rising oil prices negate the income generated by the oil benefactor program.

Her organization advocates for alternative energy development as a means of job creation and environmentally friendly energy development.

"There are jobs to be had there," she said.

Environmental advocates say that while the effect to ecosystems of oil exploration and drilling is far less damaging than in the past, there will still be significant wildlife disruption as a result of drilling. To some, however, the gains in job creation and a potential drop in oil prices as a result makes drilling worthwhile.

###

social

I've managed social media strategy and contributed content for brands large and small. Here's a selection of live-tweets from Nielsen's annual Consumer 360 conference.

Nielsen Consumer 360 Live Tweeting

2014

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  3  6 

thanks!

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