INVESTOR DAY

January 2015

AGENDA OF THE PLENARY SESSION

Time	Topic	Speakers
08.30 – 08.45	Welcome coffee	
08.45 – 09.15	A New Way for Ipsos	Didier **TRUCHOT**
09.15 – 09.30	Financial performance	Laurence **STOCLET**
09.30 – 09.45	New ways of working with our clients	Lauren **DEMAR**
09.45 – 10.00	Brand, communication and media in a digital world	Yannick **CARRIOU**
10.00 – 10.15	New consumers, new research	Dominique **LEVY**
10.15 – 10.45	Coffee break	
10.45 – 11.00	Behavioural Economics	Ben **PAGE**
11.00 – 11.15	Ipsos Interactive Services	Judith **PASSINGHAM**
11.15 – 11.30	Ipsos' transformation in North America	Pierre **LE MANH**
11.30 – 11.45	Ipsos value proposition in the emerging markets of CEE, MENA & Africa	Shane **FARRELL**
11.45 – 12.00	Reinventing the business in APAC	Lifeng **LIU**
12.00 – 12.45	Q&A session	

A NEW WAY for Ipsos

Didier ***TRUCHOT***

Chairman & CEO

Investor Day – January 2015

SINCE 2012

Ipsos' perfomance has been disappointing

- Flat turnover and profitability
- Some errors in forecasting
- Lack of clarity in explanations

The reasons for this performance have been analyzed

Is it due to the Ipsos – Synovate Combination?
Yes, but also to:

- A growth crisis in some emerging markets
- Difficulties in the Euro zone
- Changes in clients' requirements from market research companies, especially from large CPG companies

THE MARKET: ITS SIZE AND STRUCTURE

25Bn$ ➔ Ipsos' core market is stagnant

35Bn$ ➔ with panels is progressing slowly

40Bn$ ➔ with (also) the « downstream » services is increasing less slowly

50Bn$ ➔ with (also) other services is increasing more rapidly

TWO MAJOR CHALLENGES

- Deflationary pressures on data collection
- Bubbling and immaturity in the environment of the associated services

IPSOS, TIME TO GO BACK TO PROFITABLE GROWTH

- 2014 has been a pivotal year for Ipsos where we agreed on our analysis of the issues

We will stick to our mission:
« *to be the preferred partner of our clients in our chosen areas of specializations* »

We have to take a *new way* to get there and to renew profitable growth

“THE NEW WAY” PROJECT

- Initiated in July 2014, this involves hundreds of senior leaders and key people at Ipsos

It aims to transform Ipsos by:

Simplifying its organisation

Improving its operational performance

Implementing more quickly and with determination a set of « New Services »

Refocusing our teams and our technological resources on growing sectors and services

“THE NEW WAY” PROJECT

- It relies on the fact that Ipsos’ clients are willing to have (and pay for) information on Society, Markets and Individuals, and are committed to 4 criteria:

Security

Simplicity

Speed

Substance

WHERE ARE WE NOW?

Security

- Rationalisation of our “offline” data collection systems
- Globalisation of IIS, Ipsos Interactive Services, in charge of on-line, mobile and digital
- Unified management of global programmes
- Extension of “non verbal” capabilities

WHERE ARE WE NOW?

Simplification

- 44 small and mid-size countries grouped into 12 clusters
- Merger of Ipsos Media CT and Ipsos ASI
- More « global businesses »
- Increased responsibilty of local entities for Client management

WHERE ARE WE NOW?

Speed

- Overnight services:
  from being the exception to being the rule
- Platform automation

WHERE ARE WE NOW?

Substance

- Ipsos Knowledge Center
- Creation of “advisory service units”
- Connection of brands-communications-media in a digital world
- CIM, Client Interaction Model
- More analytics
- More integrated information

WHERE ARE WE NOW ?

Opportunities

- Healthcare, pharma, financial services, automotive…
- Social and opinion research
- Measurement and syndication
- Emerging markets

IPSOS - 40 YEARS

Our story relating the risks we have taken,
the solutions - simple and breakthrough - that we have implemented, our positive and less positive phases.

The importance of the teams, their skills, their commitment…

…clients who are sometimes tough but always or (almost always) loyal. The opportunity to work with over 5000 clients across the world and to always tell them the truth.

Our Values that we have revised and which are self explanatory: integrity, collaboration, curiosity, innovation, client commitment and entrepreneurship.

CELEBRATING FORTY

GAME CHANGERS

IT’S TIME TO CHANGE THE GAME

A new strong statement:

It’s time to commit ourselves thanks to the Ipsos « **New Way** » and to be ready to help our clients in a changing world.

IT’S TIME FOR

GAME CHANGERS

GAME CHANGERS

Ipsos

FINANCIAL PERFORMANCE

Laurence ***STOCLET***

Deputy CEO and Chief Financial Officer

CONTENT

A disappointing 2014

A DISAPPOINTING 2014

In an addressed market which is flat

9 Months September 2014: average organic growth of competitors

▪ WPP-DIM (includes panels and advisory services):	+1,4%
▪ Nielsen Insight Division (includes analytics):	+1,3%
▪ GFK customer experience division :	-4,6%
▪ Average :	-0,6%
▪ Ipsos :	+0,1%

CONFIRMATION

Underperformance in organic growth :

- North America, Western Europe (outside UK, Spain, Netherlands), Asia (outside China)
- Ipsos Marketing, Ipsos Media CT, Ipsos ASI
- Global clients programmes especially CPG sector

Operating margin maintained to 2013 level

BUT WE HAVE SOME SATISFACTION

- **Good organic growth :**
  - New Services
  - In CEE, Africa, MENA, China
  - Some lines of specialisation Ipsos Loyalty, Ipsos Public Affairs, Healthcare Syndicated
- **Gross margin rate is slightly progressing to 64,4% vs 64,1%**

BUT WE HAVE SOME SATISFACTION

- **Attrition rate amongst staff has decreased slightly**

  22% in 2013 | 21% in 2014 | (objective < 20%)

- **Teams' engagement** (adherence to Ipsos' culture)

  75% in 2013 | 76% in 2014

- **Clients' satisfaction level is increasing slightly :**

Average rating 8.5/10 in 2013	8.6/10 in 2014	(objective close to 9)
Red alerts (rating below 7/10) 7.4% in 2013	6.2% in 2014	
Very satisfied Clients (9-10) 29% in 2013	33% in 2014	

Highlights of the New Way programme

THE NEW WAY PROGRAMME

6 workstreams have been launched within Ipsos Management Board

- **Workstream 1:** Overall goals
- **Workstream 2:** Defining the Matrix
- **Workstream 3:** Values, Narrative and Talent Alignment
- **Workstream 4:** Performance Improvement and Optimisation
- **Workstream 6:** Innovation and New Services
- **Workstream 7:** Knowledge Leveraging

A programme to be executed across 2015-2017

SOME DECISIONS ALREADY TAKEN AS OF 1 JANUARY 2015

Review of boundaries between Ipsos ASI and Ipsos MediaCT

- Brand & Communications in the digital world

Clusters: grouping of several markets

- South Cone: Argentina + Peru + Chile + Bolivia
- CIS : Russia + Ukraine + Kazakhstan
- ANZ: Australia + New Zealand
- SIMA: Singapore + Malaysia
- Adria: Albania + Bosnia + Croatia + Kosovo + Macedonia + Montenegro + Serbia + Slovenia

Governance: 2 new committees

- Solutions Committee: innovation, IT and services
- Hunting & Farming Committee: clients and pitches

Reinforcing corporate functions

Shared services striving for excellence

NEW LEADERS

Neville Rademeyer
Chief Information Officer (2013)

"Looking for the best technology partners"

Sébastien de Tarade
General Controller (2014)

"Finance being better business partner"

Xavier Molinié
Corporate HR Officer (2015)

"Supporting the New Way initiatives in talent development"

PROUD OF MAJOR IT SUCCESSES IN GLOBAL DEPLOYMENT

In 2014: My I-365 across 87 countries in 12 months (e-mails)

Dec 2011 — 42 countries + Synovate — 56%

Albania
Bosnia
Bulgaria
Croatia
Denmark
Egypt
India
Iraq
Kosovo
Macedonia
Montenegro
Netherlands
New Zeeland
Nigeria
Peru
Philippines
Qatar
Serbia
Slovakia
Slovenia

Dec 2012 — 62 countries — 88%

Bahrain
Costa Rica
Guatemala
Kenya
Morocco
Norway
Pakistan
Panama
Tanzania
Tunisia
Uganda
Ukraine
Vietnam

Dec 2013 — 75 countries — 94%

Algeria
Ghana
Ivory Coast
Kazakhstan
Mozambique
Zambia

Dec 2014 — 81 countries — 96%

Bolivia
Cyprus
Ecuador
El Salvador
Israel
Portugal

Dec 2015 — 87 countries — 100%

In 2015: Symphony reaching 100% deployment (ERP system)

IPSOS WON A PRESTIGIOUS TROPHY FOR THE BEST FINANCE TEAMS IN TMT SECTOR

Outlook

FINANCIAL OBJECTIVES FOR 2015

WE FORECAST

- Organic growth: 1 to 2%
- Expenses for the New Way programme: around 20 million €
- Operating margin 10% after the New Way expenses

FOR 2016 – 2017 AND BEYOND

WE EXPECT

- Organic growth accelerating in 2016 : 2 to 5% thanks to greater weight of:
  - New Services
  - Emerging markets
- Operating margin by 2017 : 11 to 12%
- Long-term goal of operating margin : 15%

GAME CHANGERS

Ipsos

NEW WAYS OF WORKING WITH OUR CLIENTS

Lauren ***DEMAR***

Deputy CEO Ipsos Marketing

THE ROLE OF CLIENT-SIDE RESEARCHERS IS CHANGING

"From Building Inspectors to Architects."

FROM	TO
Being an **impartial observer** of the consumer	Having a **point of view** for the business on the impact of consumer behaviour
Telling the business **'what happened'**	Pointing the business towards **'what might happen'**
Using research as the **'judge and jury'**	Using research to **develop world class** products & brands
Belonging to **Marketing**	Servicing **all parts of the business** (Sales, R&D)

Source: Client Advisory Board, February 2014

AND THEIR NEEDS ARE CHANGING TOO

Security. “Data quality remains critically important.”

Simplicity. “Make our lives easier. Help us to not over-engineer.”

Speed. “We need to move at the pace of business today.”

Substance. “Insights, analytics and recommendations.”

Ipsos

IPSOS IS RISING TO THE CHALLENGE

A transformed offer for today’s digital world

Faster, device-agnostic, in-the-moment, engaging

New ways of working with our clients

More advisory, more collaborative

CASE STUDY:
REINVENTED CONCEPT TESTING FOR TODAY'S DIGITAL CONSUMER

CONFECTIONER'S CHALLENGE

Develop a more diversified innovation portfolio to drive an increase in share price

IPSOS SOLUTION

New-to-industry concept testing approach that is device-agnostic, uses Ipsos' swipe technology, and delivers even more robust analytics

IMPACT

- Better respondent access, including hard-to-reach Millennials
- Volume projections and portfolio fit
- More engaged respondents

CASE STUDY:
OVERNIGHT TESTING FOR ANSWERS AT THE SPEED OF BUSINESS

RESTAURANT CHAIN'S CHALLENGE

Accelerate time to market and improve innovation success rate

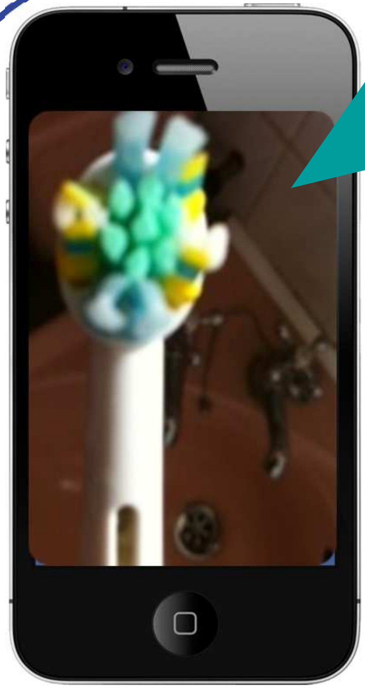
IPSOS SOLUTION

Overnight Idea Testing that delivers Key Performance Indicators based on validated measures along with idea optimization

IMPACT

- Reduced innovation timelines by ~2 months
- Increased concept testing success rate by ~20%
- Led to ongoing global program for Ipsos

CASE STUDY:
MOBILE TESTING FOR IN-THE-MOMENT CONSUMER REACTIONS



"I noticed the absence of any toothpaste on the brush when I'd finished brushing. Other pastes tend to leave a residue."

PERSONAL CARE MARKETER'S CHALLENGE

Develop a superior product to steal share from leading competitor

IPSOS SOLUTION

Mobile Product Testing that marries Ipsos' vast product testing experience with leading-edge and unique mobile capabilities (SMS system for collecting reactions over time, text analytics, group chats, video embeds)

IMPACT

- Identified significant flavor advantage not picked up by traditional approach
- Found opportunities to improve freshness and cleaning
- Gleaned additional insights through text, photos, videos

IPSOS IN THE HOT SEAT

Ipsos thought leaders answer clients' most challenging questions

Latest techniques & technologies

5 minutes

Live and uncensored

CLIENT ADVISORY BOARD

« Transforming the World of Insight »

Influential Global Industry Leaders

« Dream Dates »

The Duke/Ipsos
Research Center & Think Tank

Intersection of Academia and Industry
9 FMCG Board Members + Retailer Board Advisors
Experiments around how people shop


7cultures1day
Investor Day – January 2015

7cultures1day

Video

Slide masquée

GAME CHANGERS

Ipsos

BRAND, COMMUNICATION AND MEDIA IN A DIGITAL WORLD

Yannick ***CARRIOU***

CEO Ipsos ASI, CEO Ipsos Media CT

Investor Day – January 2015

OUR CLIENTS NEED EFFICIENCY IN MANAGING THEIR BRANDS

They manage more focused brand portfolios, globally

- Fewer Global Brands
- Efficiently/centrally managed
- Across countries and cultures
- With increasingly vocal consumers

OUR CLIENTS ARE FACING A COMPLEX MEDIA LANDSCAPE

Media Environment gets fragmented and supports an abundance of new advertising formats

- More media, platforms, usages (time shift VOD)
- More advertising formats
- More multitasking and lower attention
- More than ever the challenge is about reaching consumers and grasping their attention
- Social media is now core in strategies

Unilever

Paul Poleman
CEO

"TV has a role to play and it will for a long time, but you first need to really talk about the brand, what it stands for and the message. To start with media choice is wrong.

You can have a big brand globally if you have a 5% penetration (...) you're not going to blast to 100% audience when you have 5% penetration.

Now digital and the social networks have a much better probability of reaching your consumers - and at a lower cost. Social media is going to be a much more effective tool for brand adoption over time than TV."

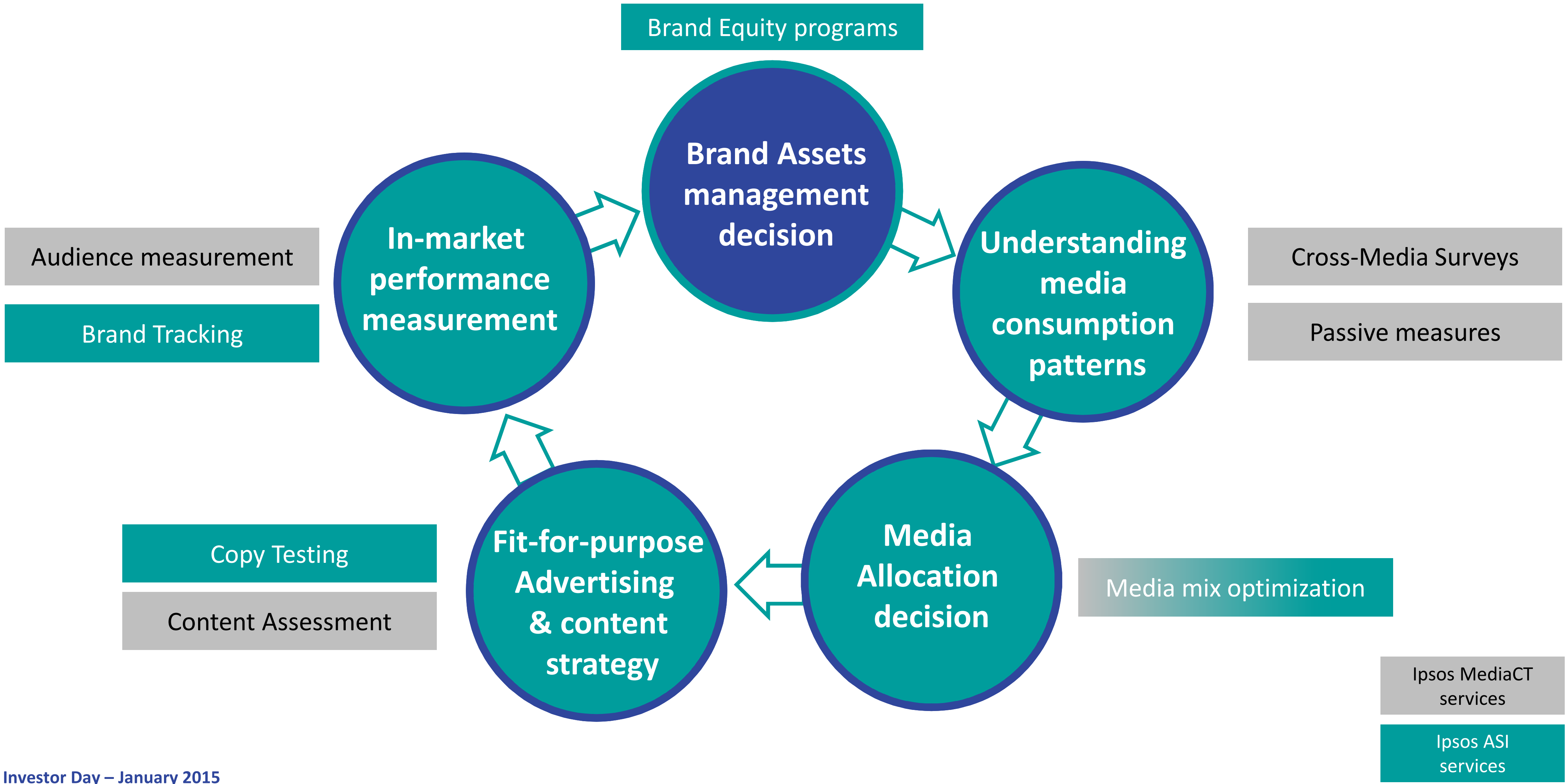
OUR CLIENTS ARE DEVELOPING NEW BUSINESS MODELS

Content and advertising are intertwined, competing and complementary

- Content is (enough?) money
- Borders between content and advertising becomes blurred
- Programmatic and data everywhere: the next frontier

0$ advertising
$90m Marco Polo

OUR CLIENTS NEED TO UNDERSTAND THE FULL ECOSYSTEM



A NEW UNIFIED SPECIALIZED BUSINESS LINE

Unprecedented combination of 2,400+ brand, advertising and media specialists to deploy new programs and technologies across the most important markets.

- We help our clients measure and amplify how media, brands and consumers connect through compelling content and great communication

WE ALREADY DO A LOT

Some recent and typical examples

BRAND PERFORMANCE MEASUREMENT (Global, large FMCG company)

- 300+ waves of brand performance measurement across the world and product categories, delivered in a single standard format, through new data visualization platform

PASSIVE MEASURE (UK)

- Understanding what is happening behing the living-room big screen during commercial breaks through video coding: what kind of attention is actually paid to the ad stimulus?

PASSIVE MEASURE (US)

- Combined analysis of mobile media behaviours passive metering (log files analysis) and offline shopping habits by matching GPS coordinates with Car dealers location database

MANY NEW TECH-DRIVEN OPPORTUNITIES

Combinations of expertise and mobile technology investments will change the way our clients can understand their environment. As an example

Audience measurement

Leading edge cross platform measurement

Advertising exposure detection

A game-changing approach

SHIFT RESEARCH PARADIGM
ON BRAND, COMMUNICATION AND MEDIA

- Second-to-none combined expertise to address the seismic shifts happening in the way people connect with brands in the digital age
- Tech-driven product development, with a focus on mobile devices (passive measures)
- Data-integration based services
- Great data visualization and real time delivery as the new frontier

GAME CHANGERS

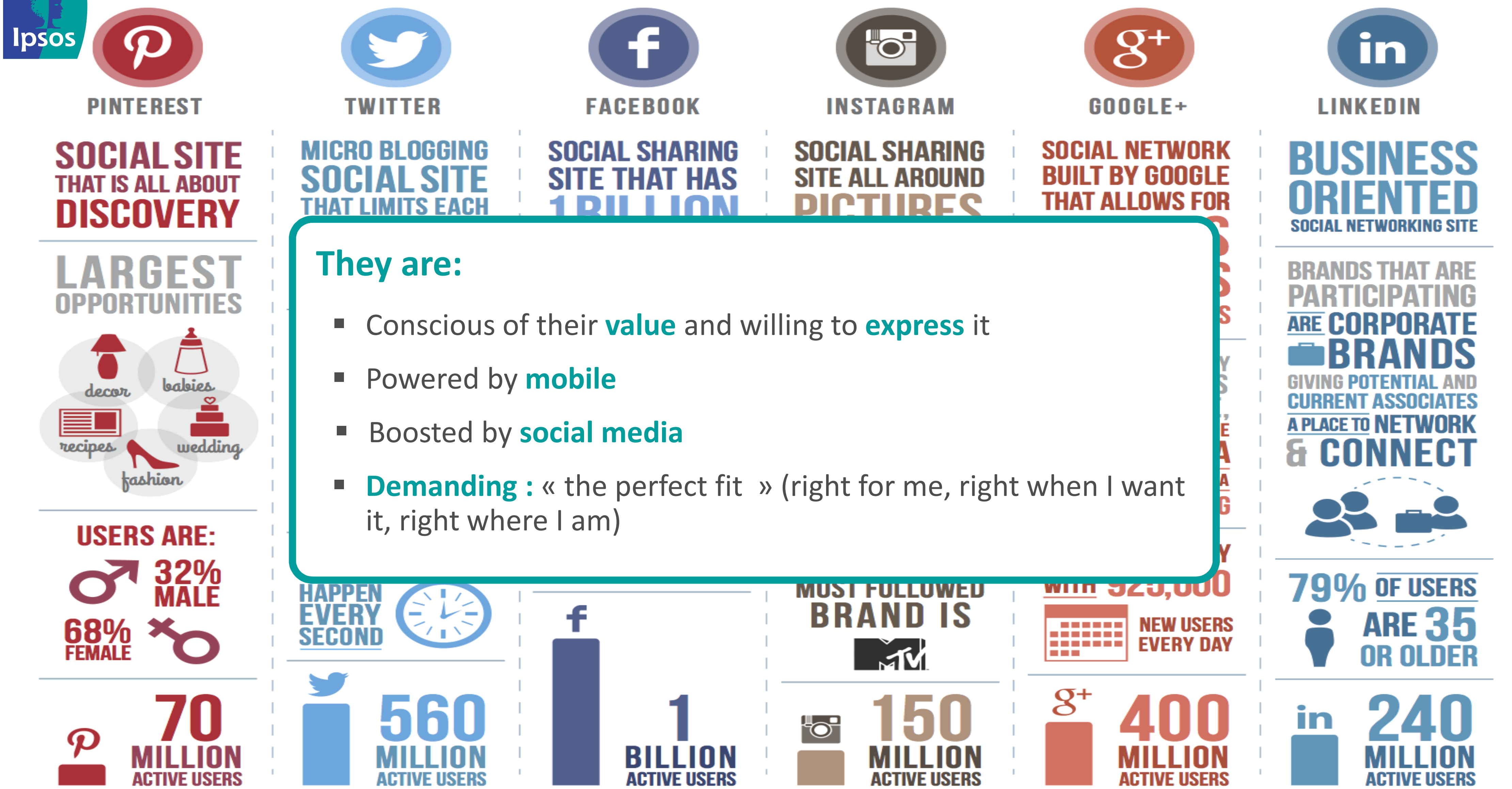
Ipsos

NEW CONSUMERS, NEW RESEARCH

*Dominique **LEVY***

CEO Ipsos France

EMPOWERED CONSUMERS



They are:

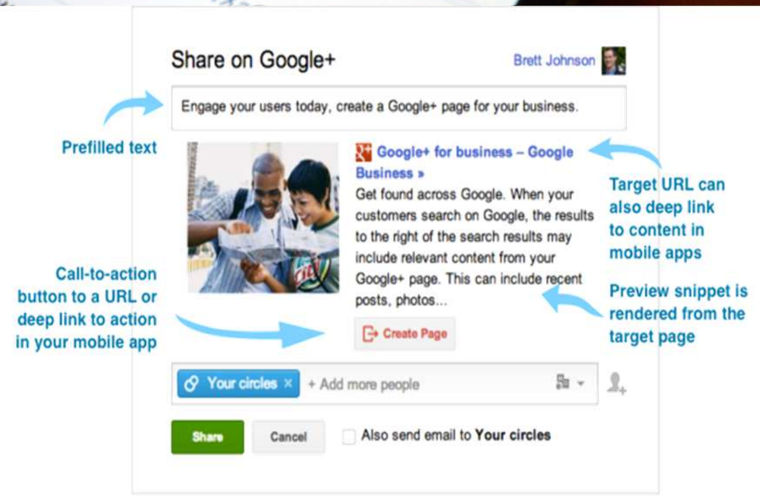
- Conscious of their **value** and willing to **express** it
- Powered by **mobile**
- Boosted by **social media**
- **Demanding :** « the perfect fit » (right for me, right when I want it, right where I am)

GAME CHANGERS

DISRUPTION IN MARKET RESEARCH

FROM	TO
Asking questions to passive « neutral » consumers	Engaging conversations with educated, active, expert consumers
Creating limited sets of information	Leveraging an infinite wealth of information
Representativeness	Representativeness + sincerity + freshness
Guiding our clients' business decisions.	Inspiring and monitoring our clients' businesses.

THE ERA OF SPONTANEOUS SELF-EXPRESSION: DATA, IMAGES, TEXT, …..



WHAT DO WE DO ?

BUILD ON SPONTANEOUS INFORMATION:
Big Data

UK

Ipsos MORI

BIG DATA CASE STUDY - PUBLIC SECTOR

Four thousand becomes 40 million

Creating predictive models from a range of data sources to help HMRC understand attitudes, needs and behaviour among 40 million tax payers.

Small but beautiful insights

HMRC's customer-centric business strategy commits to tailoring services and processes to the needs, abilities and motivations of its customers, and moving away from a mass 'one size fits all' approach to customer communications. Following a large segmentation study, HMRC had collected attitudinal scores and segments relating to the needs and attitudes of 4,000 UK taxpayers towards personal tax issues.

HMRC wanted to embed the findings of its segmentation across more of its business processes. However, this required the identification of needs, attitudes and motivations at an individual taxpayer level, and it was clearly not possible to survey all of HMRC's 40 million individual customers.

Creating the bigger picture

We began by appending data from HMRC's own internal database and a variety of external databases to the 4,000 respondents in the original segmentation research; we then built statistical models to predict attitudinal scores for any individual respondent.

Having evaluated some 2,000 potential input variables, the team reduced these to an optimal set of around ten variables per model. The variables required from external suppliers could then be appended to the entire HMRC individual taxpayers' database.

The upshot? Predictive models that could be applied to all 40 million of the UK's individual taxpayers.

The value to HMRC

These models have significantly increased the accuracy that could previously be achieved. Today, they provide HMRC with the tools to inform targeted communication strategies and services to drive desired behaviours and improve customer communications.

HMRC now have a sound analytical basis for considering the use of attitudinal prediction models alongside other data to help target and tailor services to the needs and abilities of their customers.

Ipsos MORI

BIG DATA CASE STUDY - RETAIL

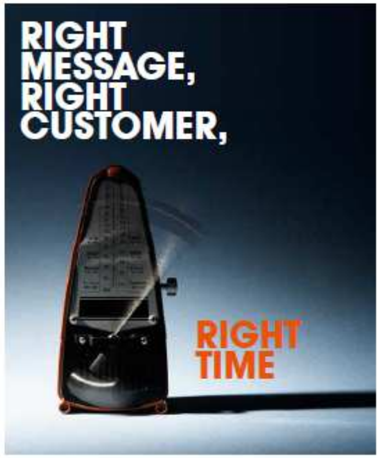
Modelling motivations

Combining survey and transactional data to understand the motivations of Homebase's four million customers.

Applying the core principle: attitude drives behaviour

When it comes to applying attitudinal research to database marketing, Ipsos MORI starts with the same principle: each customer is motivated to behave in a particular way as a result of their attitudes and circumstances.

Homebase sought to build its brand through a CRM programme based on investment prioritisation using the predicted value of each customer – and then targeting and tailoring communications according to the needs and motivations for each customer.



Investment priority segments for four million customers

We began by undertaking a survey of 1,500 customers from the loyalty card database, capturing all potential motivational drivers. Respondents were matched with their corresponding database records to construct an analytical dataset for all subsequent modelling. This dataset was then used to explore relationships between attitudes, circumstances and behaviours. For each customer we predicted their likely spend on DIY (potential value) and the likely share of this spend that Homebase could expect over the next 12 months. The matched analytical dataset was used to develop predictive models and validate their accuracy. All four million active customers on the database were then scored according to these predictions and allocated to an appropriate investment priority segment.

And that's not all

The matched analytical dataset was also used to develop and validate a model for estimating the most likely motivational segment for each customer, which was used to flag the segment for each customer on the database and score them with the likelihood of being in that segment. The database scores and flags can be updated readily using the models and algorithms we have developed.

The benefits to Homebase?

As a result of this study Homebase achieved a much greater understanding of customer value and customer motivations. The net benefit was a CRM programme that delivered the right messages to the right customers at the right times to make the most efficient and effective use of the one-to-one marketing budget. Consequently there were significant improvements in the returns achieved from the circa 20 million pieces mailed each year.

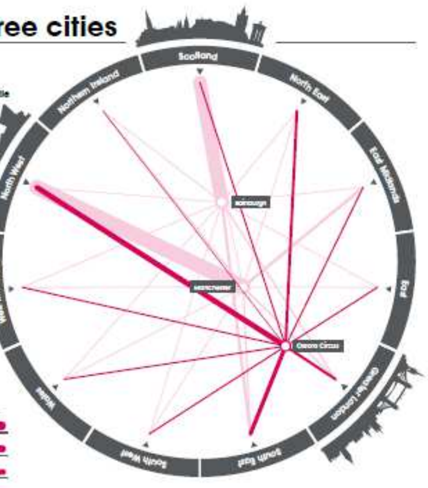
Ipsos MORI

BIG DATA CASE STUDY - POPULATION FLOWS

A tale of three cities

Harnessing the power of geolocation insights from mobile operator data to understand population movements

Ipsos MORI has been leveraging some of the latest techniques in geolocation data analytics to understand population flows, to link events, to map flows between places, and to compare the profile and volume of a location over time.



A tourist hot spot: this analysis shows the draw of Oxford Circus, attracting visitors from across the UK

One billion rows of data per hour

Using mobile network data, which generates one billion rows of data per hour, we studied population movement to three cities on one day. This enabled us to see who (age, gender, etc.) travelled to the city and where they came from, and allowed us to create 'population flows' and 'heat maps'. As we were able to analyse groups of customers' mobile online and app behaviour, we were able to understand not only where they were going, but – at a macro level – what they were doing before, during and after they visited these various locations.

In every instance, mobile operator subscriber data was anonymised and aggregated, and only subgroups above 50 were used.

A myriad of applications

The applications of this approach are many and varied: helping advertisers to understand who has visited a particular event, enabling site planners to discover who frequents particular locations, and informing local government about population movement patterns.

"SELFIE ERA", CLOSER TO REAL LIFE

Uncovering the reality of consumer satisfaction

France

	Résultat recherché	Description résultat
4 55 ans	*mettre en valeur mes yeux, j'ai besoin que mes cils soient épais/ que je fasse bien en éveil (je me sens plus dans le contrôle, comme un soutien/ de la force, du caractère / des cils longs, épais/de la tenue « caliente » /quelque chose de soutenu/ maquiller toute la ligne des cils* 	*conforme à mes attentes : épaisseur dans le sourcil / de la force dans le regard/de la lumière dans le regard* 
5 29 ans	*Ne pas avoir l'air d'avoir passé une trop mauvaise nuit / je me maquille surtout les yeux parce qu'ils sont petits : sinon on me dit que j'ai une petite mine/j'aime quand ça fait une belle frange de cils un peu fournis* 	*ça fait un regard moins triste, plus ouvert, plus sophistiqué, plus lumineux/ mes cils sont plus épais, bien marqués, plus noirs* 
6 34 ans	*les yeux maquillés c'est le plus important sinon j'ai l'air malade/ avoir les cils longs pour ouvrir le regard* 	*ça fait assez naturel : même si on voit que c'est maquillé : les cils sont allongés au maximum et bien séparés pour ne pas les avoir en paquet* 

CLOSER TO REALITY

When image collection replaces data collection

France and China

Client's need

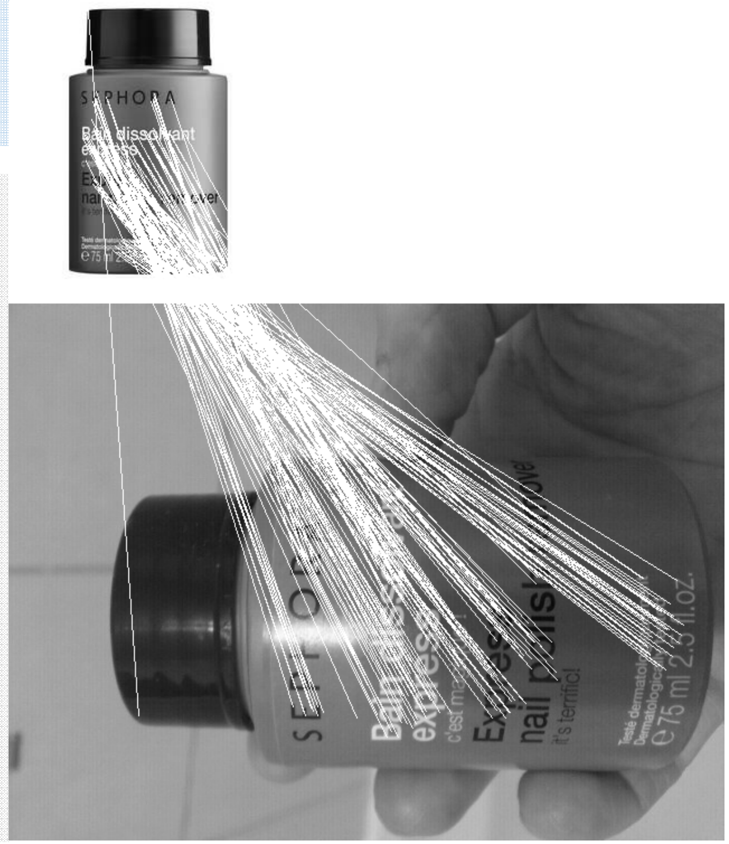
A beauty product maker wanted to access to the ***combinations*** of products used during **a typical week by a woman.**

Ipsos' proposal

Reporting the products used during a typical day (from 5 to 20!) can be cumbersome, so we decided to switch to data collection based on images.

Respondents were given a cheap smartphone as an incentive and were asked to take photos of the different products they used during the day, respecting the order in which they used them

Photos were then sent to a server with timestamp for matching based on web cruising



POWERED BY MOBILE

Self ethnography - Real time

RELEVANT AT THE MOMENT OF CONSUMPTION

Indulgence
Taking care of your family
Socializing
…

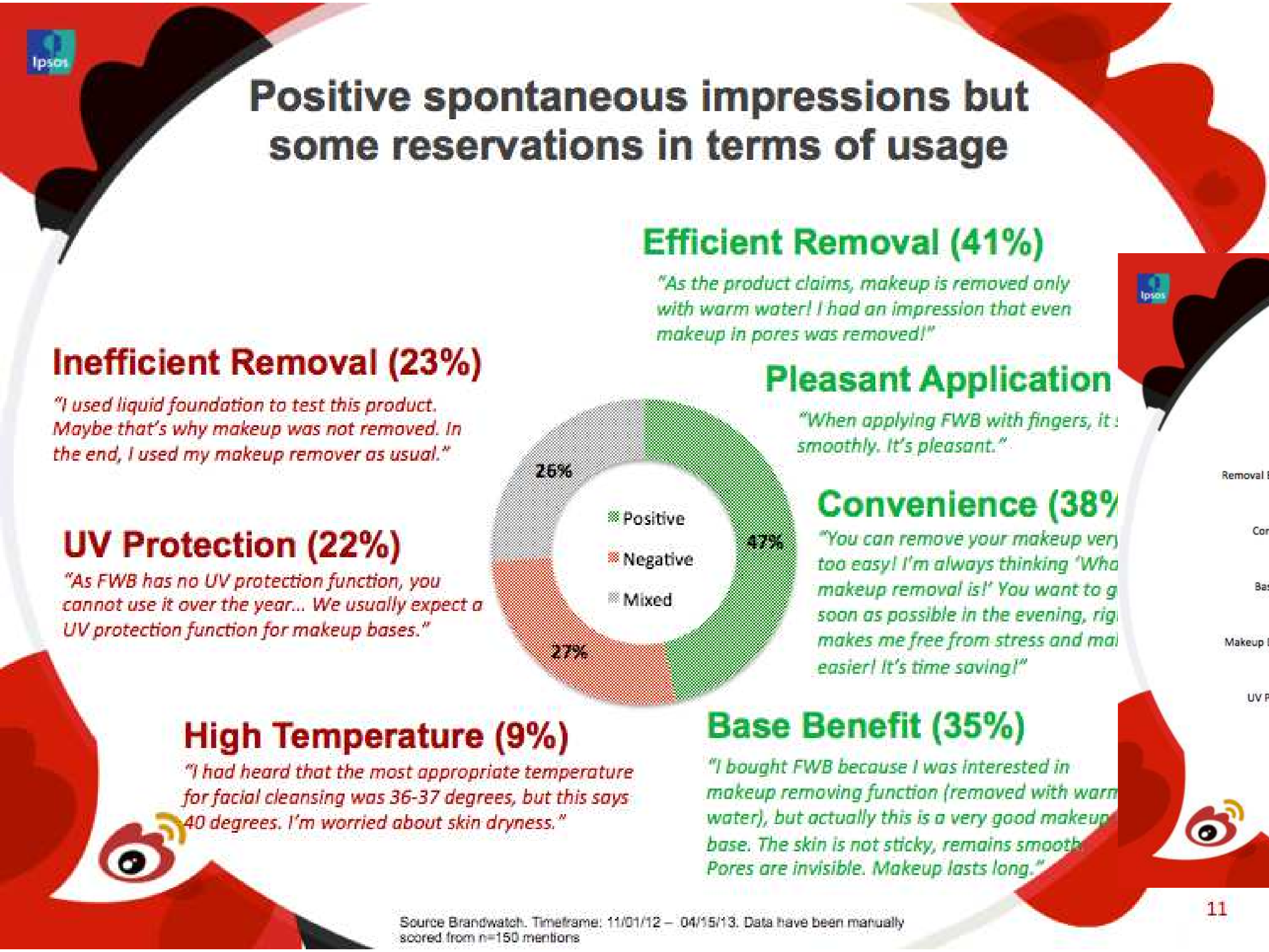
RELEVANT DURING SHOPPING TRIP

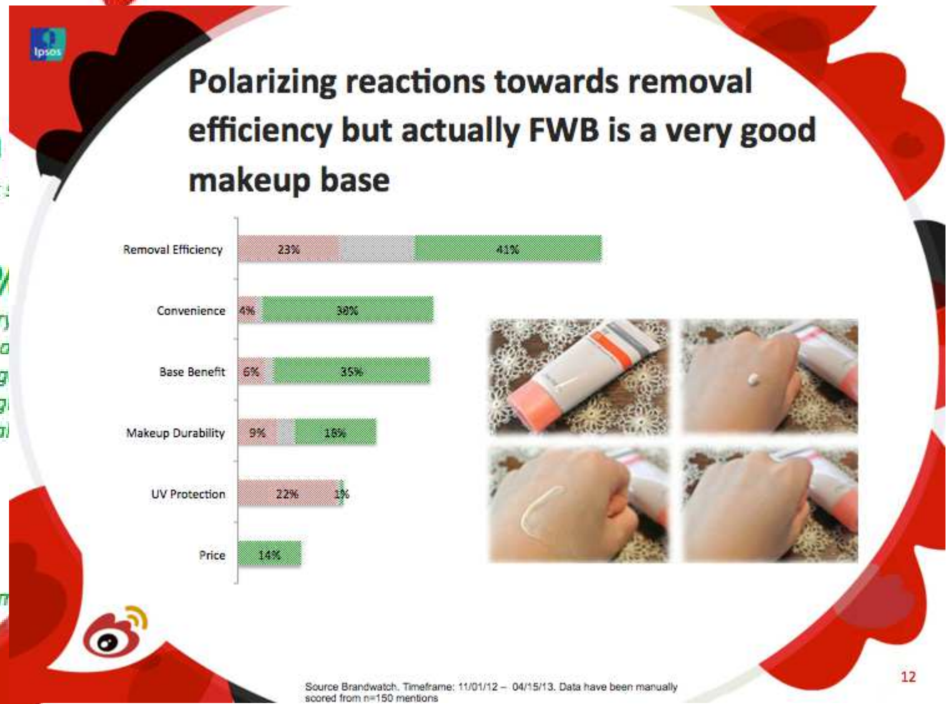
Routine shopping
Managing the family budget
Discovery
…

BUILD ON SPONTANEOUS INFORMATION:

Webnography = Web listening + qualitative

Japan





LEVERAGE OUR RESEARCH AND OUR BUSINESS WITH…

- Spontaneous information (data, text, images…) to get closer to real life, real time
- Consumers' expertise and intelligence

GAME CHANGERS

BEHAVIOURAL ECONOMICS

Ben ***PAGE***

CEO Ipsos MORI, UK and Ireland

ben.page@ipsos.com @benatipsosmori

SURGE IN INTEREST

UNDERSTANDING HUMAN IRRATIONALITY

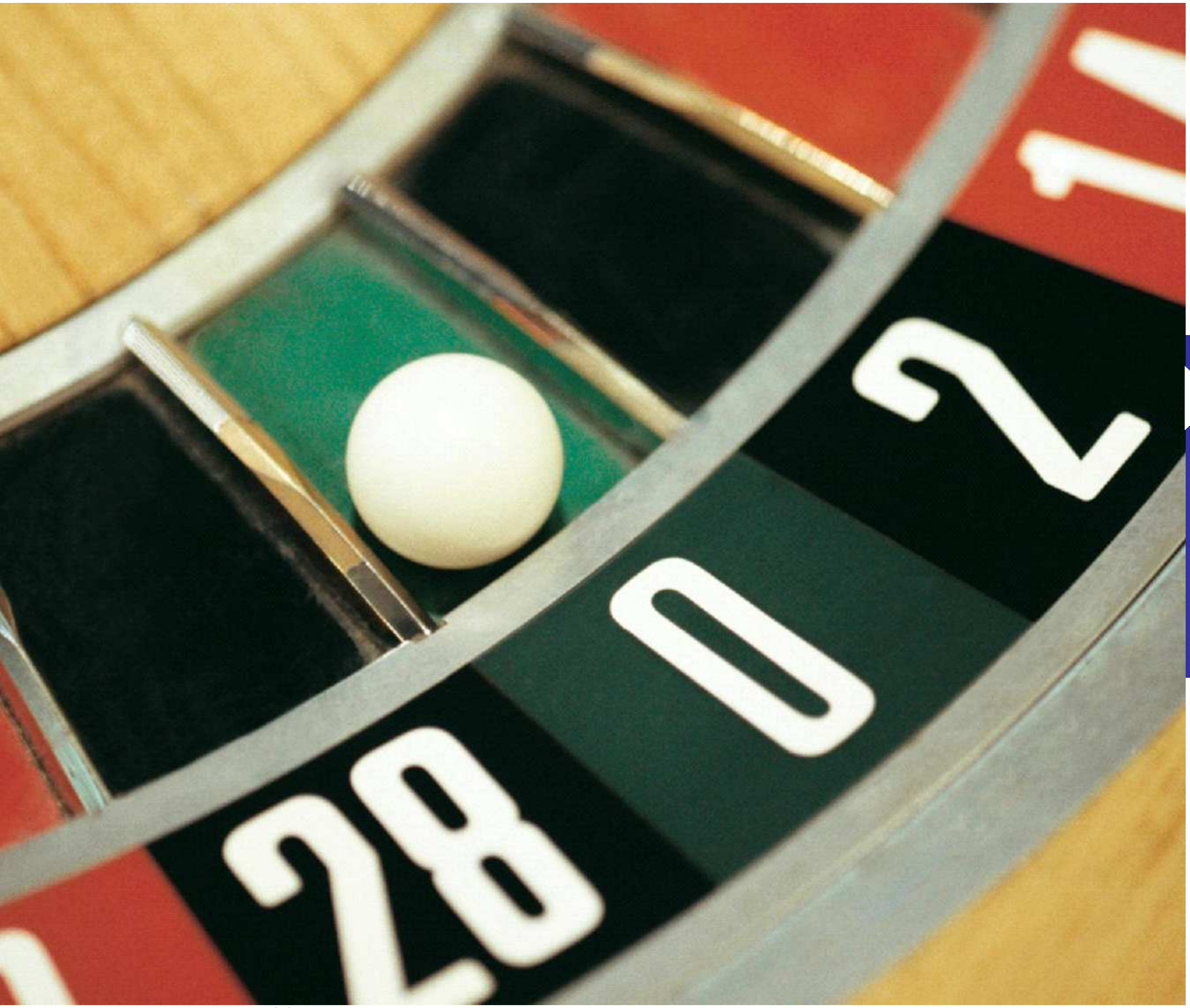
Economists' view of decision-making process

Gather pertinent information → Process pertinent information → Calculate optimal choice

Human short-circuits of the 'rational' process

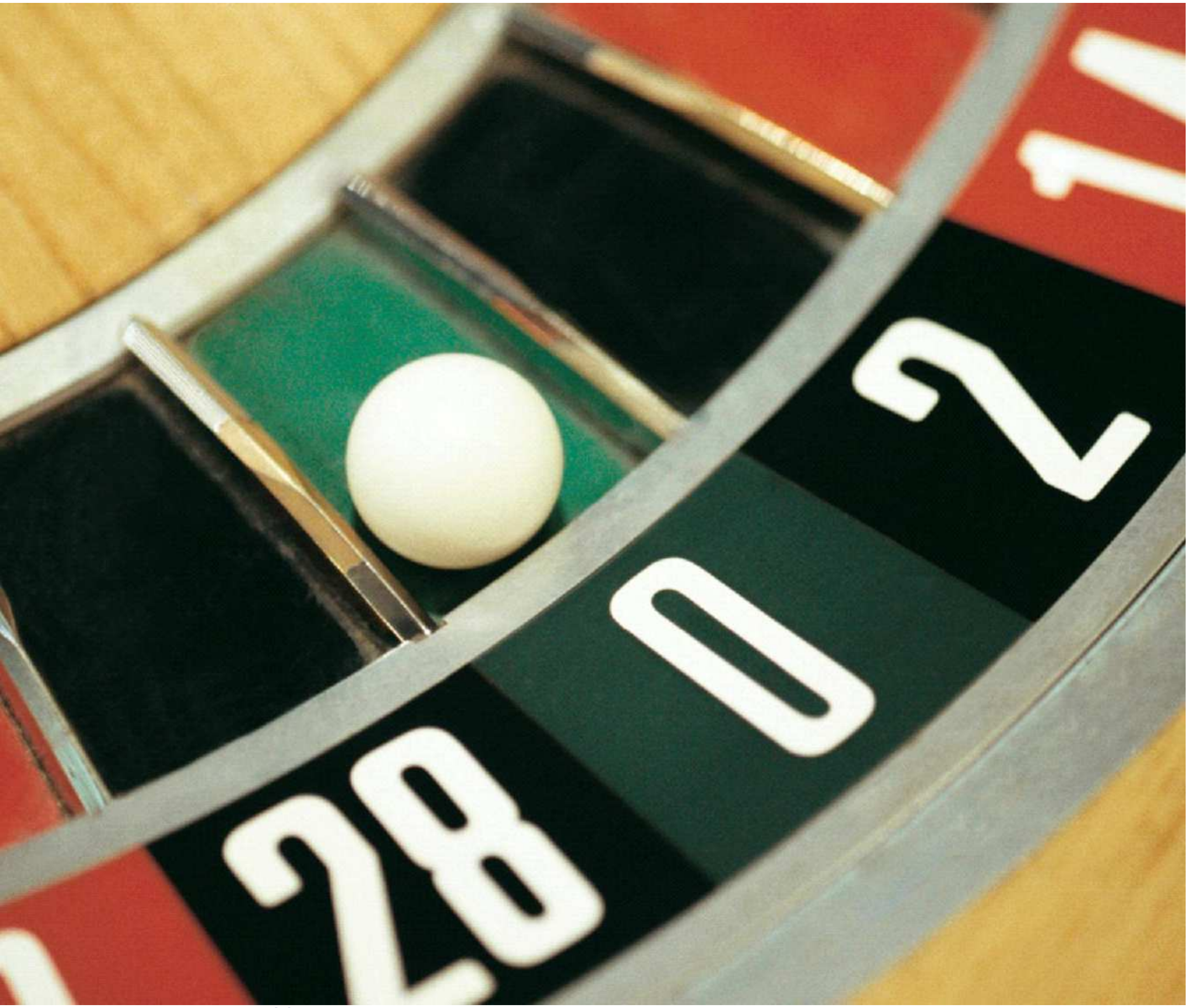
- **Decide without all the data/using irrelevant data**
- **Decide without fully processing the facts**
- **Decide based on faulty calculations**

QUESTION



What percentage of African countries are members of the United Nations

EVIDENCE – ANCHORING



Numbers shown on "roulette" wheel	Mean estimate of respondents
10	25%
65	45%

Source: Kahneman and Tversky, 1974

EXAMPLE BIAS – ANCHORING

People's estimates are swayed by data suggested to them beforehand, even when they know the data is irrelevant or false.

Source: Daniel Kahneman, Daniel Tversky

BEHAVIOURAL BIASES….

Reciprocity	Liking	Status quo
Consistency	Scarcity	Endowment
Social norms	Authority	Availability/ recency
Choice overload	Justifiability	Anchoring
Framing/ contrast	Regret aversion	Hyperbolic discounting
Loss aversion	Certainty preference	Probability misassessment
Mental accounting	Breakpoints	False memory

Short-circuits of rational decision-making process

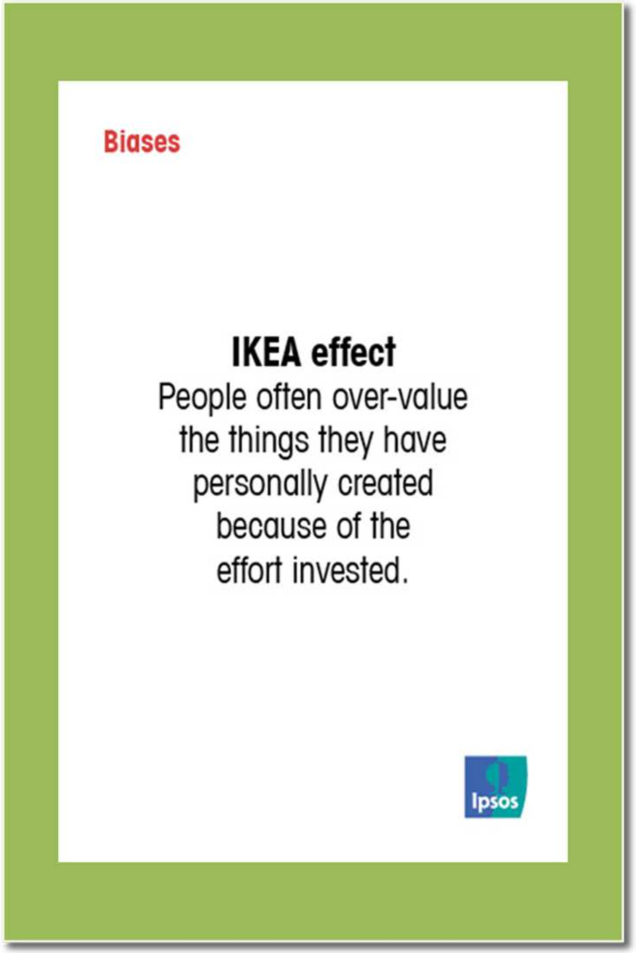
- Decide without all the data/using irrelevant data
- Decide without fully processing all the facts
- Decide based on faulty calculations

SOME CLIENTS INVESTING IN THIS AREA…

The YCCI–Ipsos Consumer Marketing Behavioral Economic Think Tank

Yale SCHOOL OF MANAGEMENT
Center for Customer Insights

IKEA EFFECT

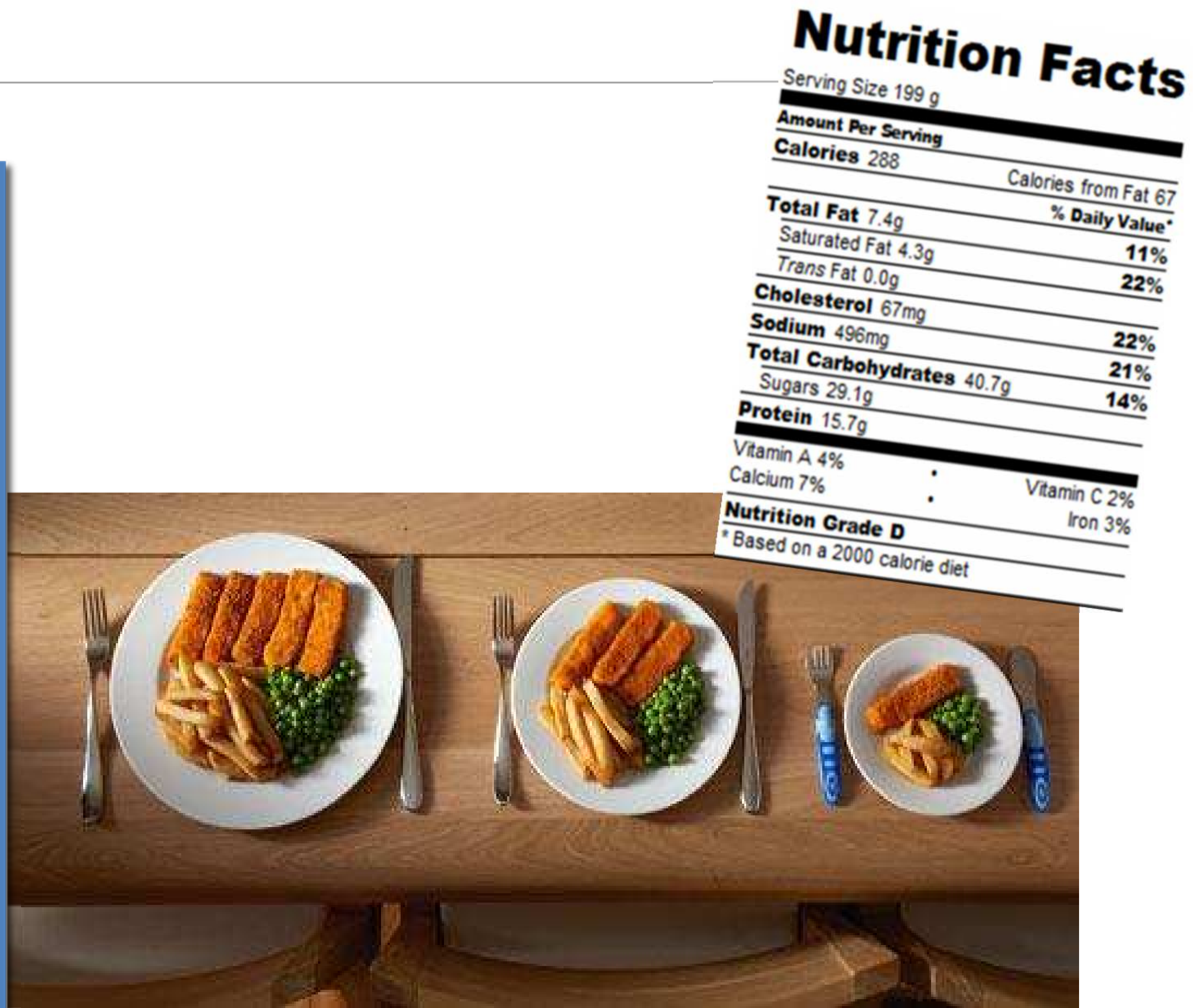

Biases
IKEA effect
People often over-value the things they have personally created because of the effort invested.
Ipsos


Betty Crocker
SuperMoist
WHITE • BLANC
Cake Mix
Mélange à gâteau
...Remember!
... n'oubliez pas !
461 g

EVERYDAY LIFE

Heuristics

Unit Bias
We think that a unit of some entity – e.g. a plate of food – is the appropriate amount.



EVERYDAY LIFE

Heuristics

Unit Bias

We think that a unit of some entity – e.g. a plate of food – is the appropriate amount.

HOW THE SIZES HAVE CHANGED

Product	1990s	Now	Increase
Marks & Spencer Spaghetti Bolognese	283g	400g	41%
Sainsbury's Spaghetti Bolognese	300g	400g	33%
WeightWatchers Spaghetti Bolognese	300g	320g	6.60%
Tesco Chicken Tikka Masala and Rice	408g	550g	39%
Waitrose Chicken Tikka Masala (no rice)	340g	400g	17%
Asda Chicken Korma (no rice)	227g	350g	54%
Waitrose Cottage Pie	285g	400g	40%
Tesco Beef Stew and Dumplings	305g	500g	64%
Iceland's Beef Stew and Dumplings	285g	500g	75%
Tesco Tagliatelle - ham and mushrooms	300g	430g	43%
Sainsbury's Tagliatelle - ham and mushroom	300g	400g	33%
Asda Lasagne Verdi	300g	400g	33%
M&S Lasagne	283g	400g	41%
Tesco Lasagne (frozen)	300g	450g	50%
Sainsbury's Lasagne	300g	400g	33%
Waitrose Lasagne	300g	400g	33%
Warburton's white loaf (medium slice)	36.4g	40.3g	10.70%
Hovis wholemeal premium (medium slice)	36g	40g	11.10%
Hovis farmhouse white (thick slice)	44g	50g	13.60%
Burger King (largest fries)	142g	174g	22.50%
McDonald's (largest fries)	124g	160g	29%
Burger King whopper	258g	274g	6.20%

Source: FSA

PRODUCTS – USAGE

Heuristics

Unit Bias
We think that a unit of some entity – e.g. a plate of food – is the appropriate amount.

SOME RECENT CASE STUDIES

SOME RECENT CASE STUDIES

- Behavioural **qualitative** research to understand **complaints** and **innovation diffusion** behaviour
- Behavioural **survey** research to understand **flu vaccination** and **youth smoking** behaviours
- Behavioural **campaign evaluation** to assess impact of communications on encouraging **self-care**, **hand hygiene** and **safe driving** behaviours
- Behavioural **segmentation** to understand **financial planning**, **recycling** and **taxpayer behaviour**


Ipsos MORI
BEHAVIOURAL
ECONOMICS
Ipsos MORI
Ipsos MORI
BEHAVIOURAL
ECONOMICS
Ipsos MORI
Ipsos MORI
BEHAVIOURAL
ECONOMICS
Ipsos MORI

GAME CHANGERS

Ipsos

IPSOS INTERACTIVE SERVICES

*Judith **PASSINGHAM***

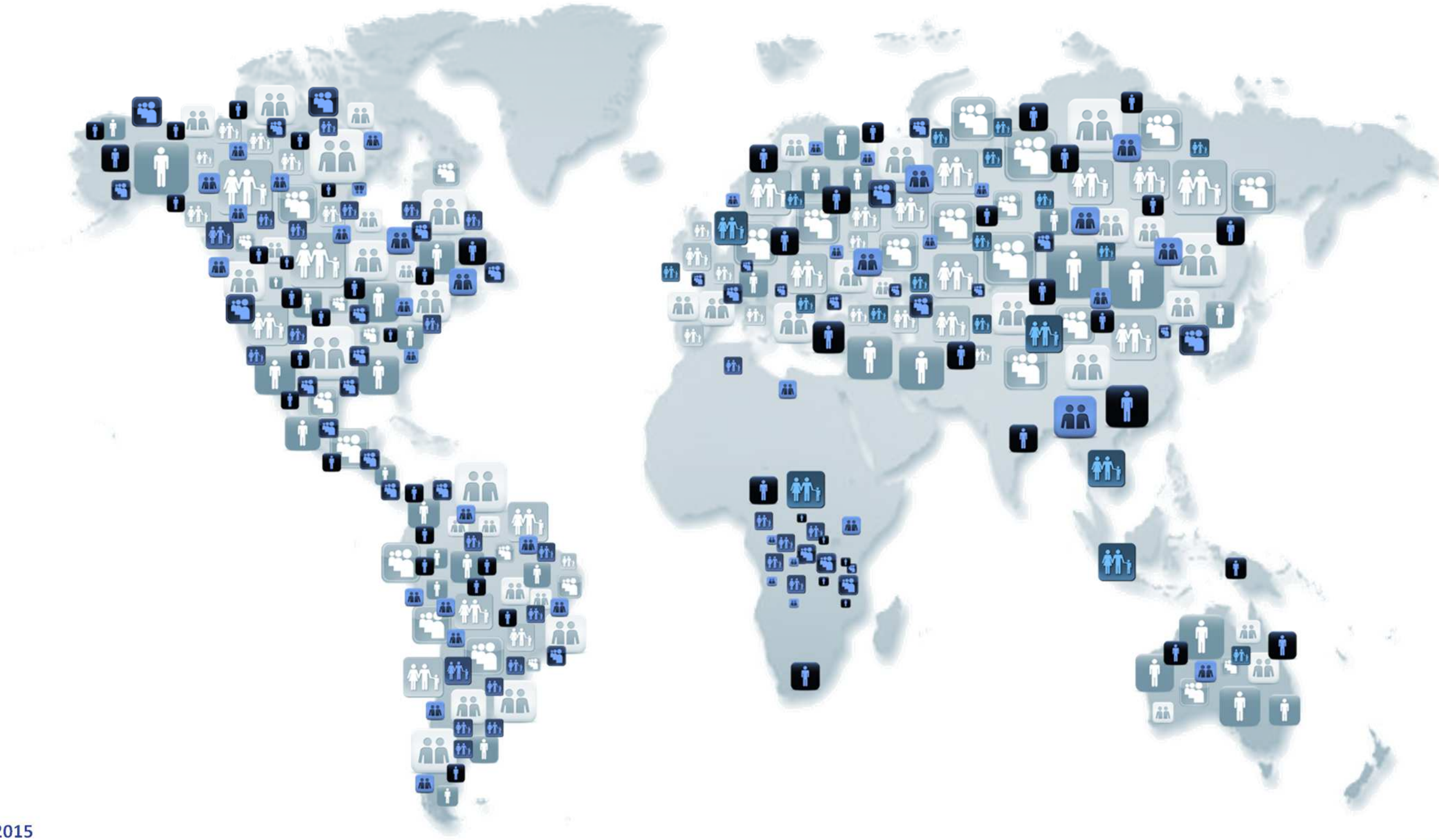
CEO Ipsos Interactive Services

Investor Day – January 2015

IPSOS INTERACTIVE: 5M REGULAR RESPONDENTS GLOBALLY VIA 'I-SAY' PANEL

I-SAY panel covers 31% of Ipsos revenue vs 29% for MR market

IPSOS INTERACTIVE: EXPANDING INTERVIEWING BANDWIDTH VIA AMPARIO AND MOBILE AMPARIO



JUDGING SERVICE 'EFFECTIVENESS'

Stable, secure, fast, high quality platform for research

Respondent 'reach' including challenging targets

Ability to attract and retain panelists

Cost efficiency

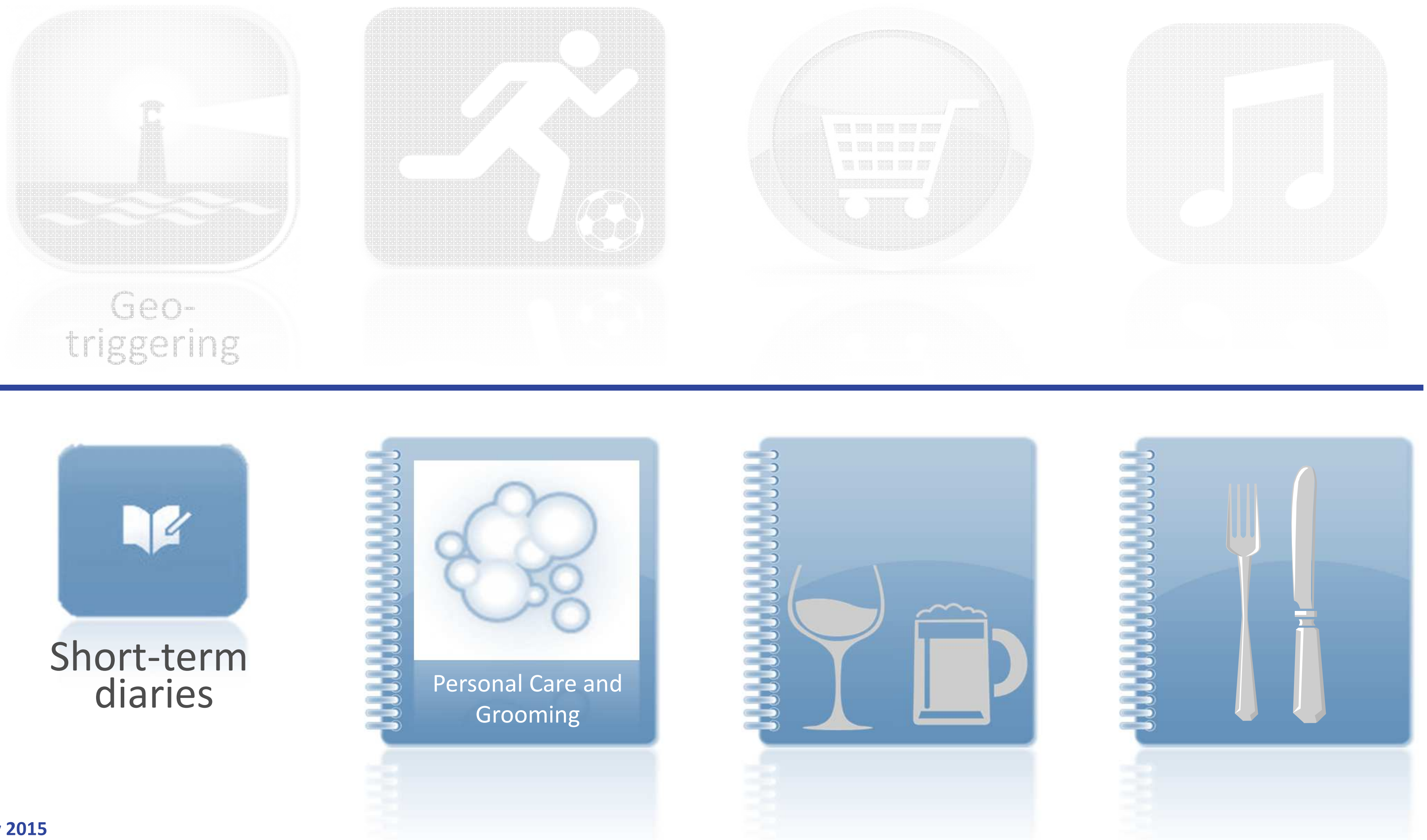
Communication and data capture methods which are appropriate to the respondent

MOBILE ENABLES BETTER ENGAGEMENT, REACH AND NEW COMMERCIAL OPPORTUNITIES

- Interactions with panelists
- Recruitment methods
- Reward
- User Penetration/Ubiquity in some groups
- Screen size
- User 'familiarity'

MOBILE IS ENABLING US TO EXPAND OUR CAPABILITIES AND DISRUPT EXISTING APPROACHES

MOBILE IS ENABLING US TO EXPAND OUR CAPABILITIES AND DISRUPT EXISTING APPROACHES

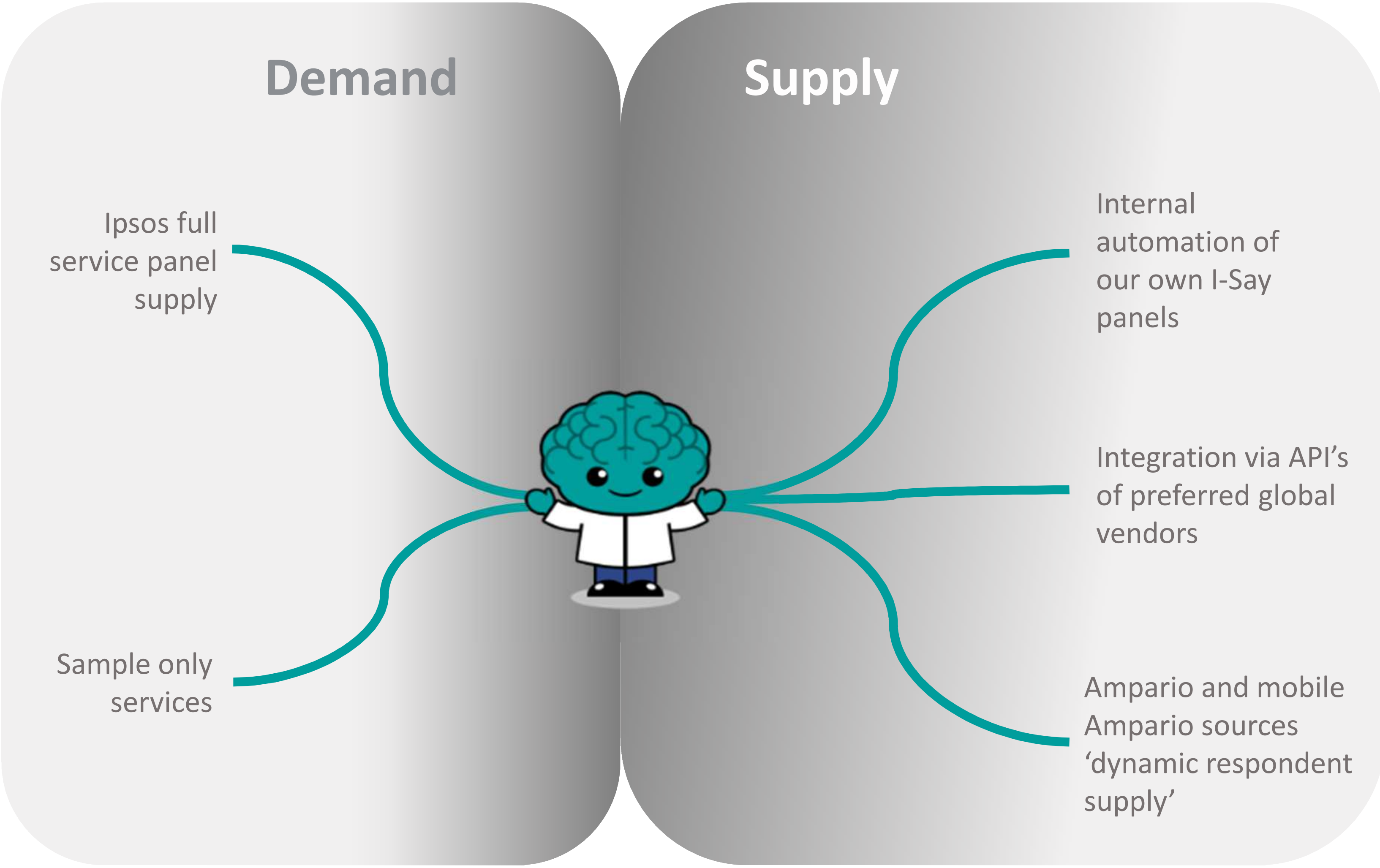


LEVERAGING OUR PANELS FURTHER: PASSIVE

STRONG FOCUS ON CHINA

- Global IIS ‘platform’
- Common tools and approaches
- Ability to run ‘multi country’ work from any location globally
- Expanding the panel

PROGRAMMATIC SAMPLING



TO SUMMARISE

- Increasing and improving access to respondents
- Expanding use of mobile – both on the panel itself and through the creation of tools for research use (device agnostic/disruption/market making)
- Further exploitation of the panel itself
- Strong focus on China/online ‘evolution markets’
- Programmatic sampling

GAME CHANGERS

Ipsos

IPSOS' TRANSFORMATION IN NORTH AMERICA

*Pierre **LE MANH***
CEO Ipsos North America,
CEO Ipsos Marketing

IPSOS HAS BUILT A STRONG POSITION IN NORTH AMERICA

Ranking

- Overall a strong position in most Service Lines
- Strong weight of CPG clients in the US
- Some service lines still under-represented (Loyalty in the US, Automotive…)

2,300 employees

1st office – 1996

1998 – **ASI** *Advertising*

2000 – **Angus Reid (CA)** Marketing, Public Affairs

2001 – **NPD** *Panels*

2002 – **AC Nielsen Vantis** *Modelling*

2003 – **Marketing Metrics** *Loyalty*

2005 – **Understanding Unlimited** *Qualitative*

2008 – **Monroe Mendelsohn** *MediaCT*; **Forward Research** *Animal Health & Nutrition Research*

2010 – **OTX** *Digital, Social listening, Communities*

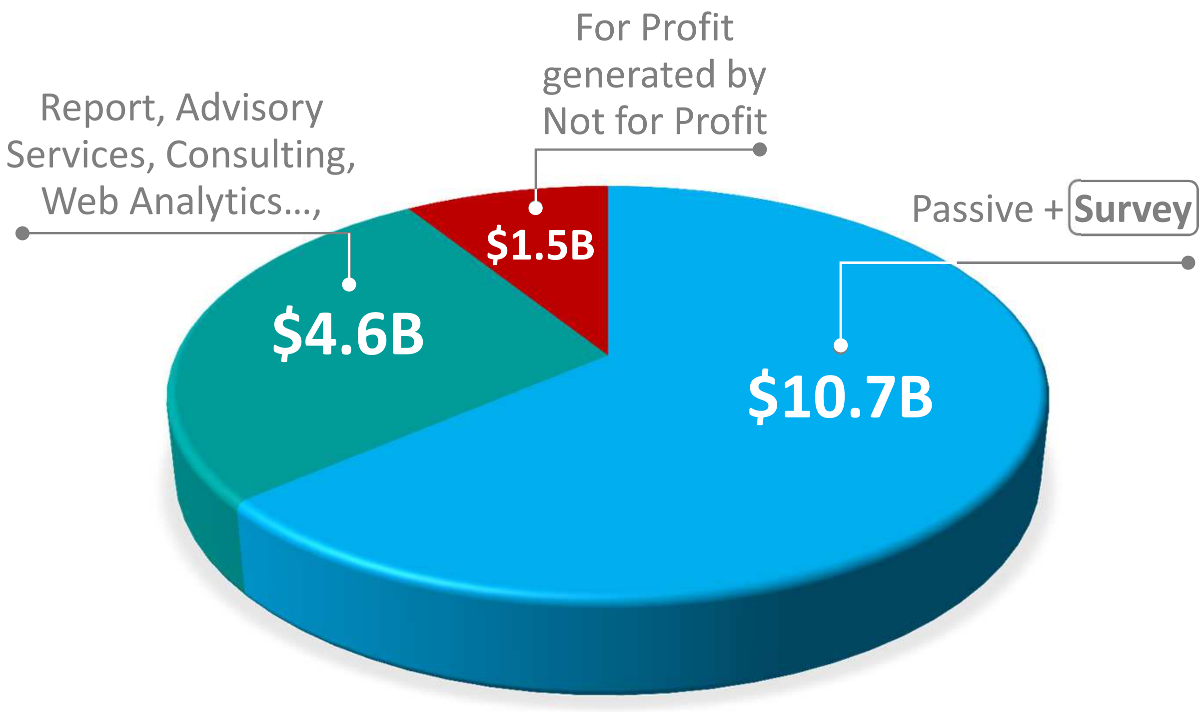
2011 – **Synovate** *Loyalty, Marketing, Public Affairs*, ASI

2015 – **26 offices**

THERE IS ROOM FOR GROWTH…

… in a US market which extends well beyond survey based research

Rank	Company	2013 Revenue $M
1	Nielsen	3194
2	Kantar	953
3	IMS Health	935
4	Ipsos	574
5	Westat	563
6	IRI	504
7	GfK	334
8	comScore	203
9	NPD	202
10	Symphony Health	197
11	JD Power	173
12	ICF Intl	172
13	Abt Srbi	156
14	Maritz	139
15	Dunnhumby	122



Total 2013 industry spend = $16.8B

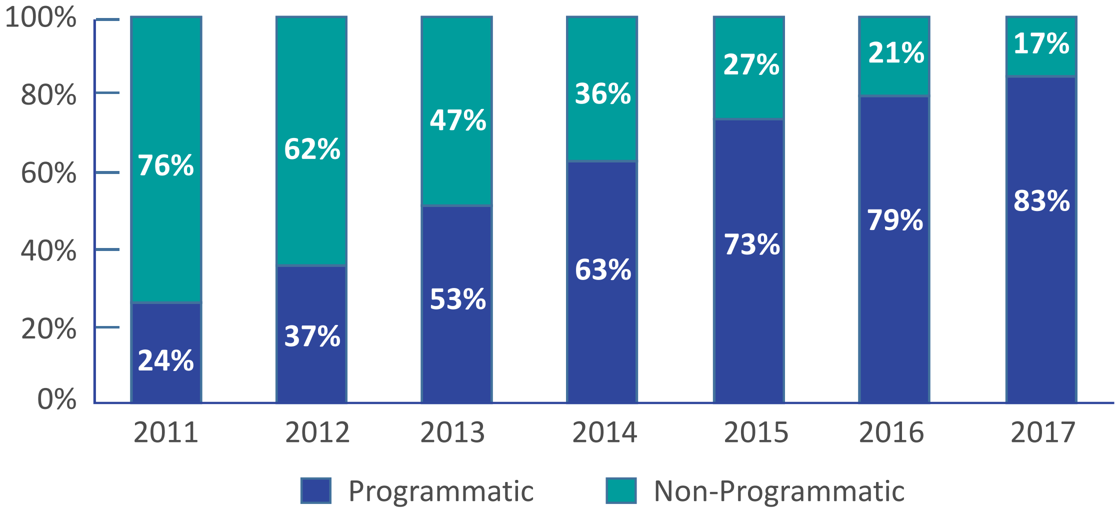
Source: American Association of Marketing

MARKETERS IN THE US ARE FOCUSED ON LEVERAGING TECH

… for real-time, individualized, localized, multiplatform experiences

- Digital and Mobile
- Media Fragmentation
- Programmatic
- E-commerce

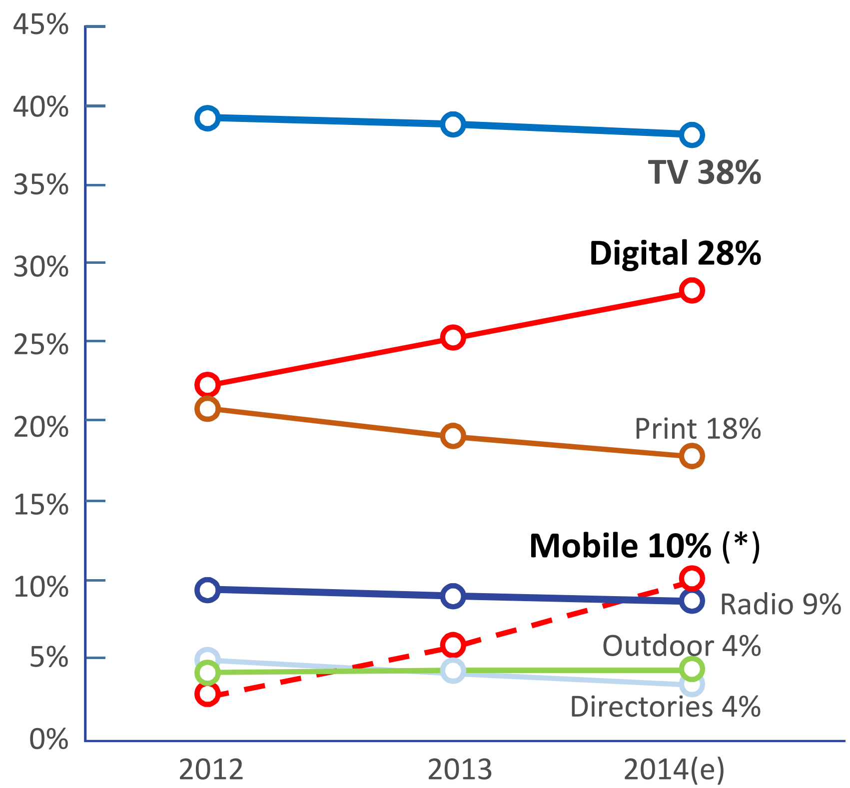
Programmatic Share in the US
(% of Display-related* Media Transformations)



Source: Magna Global

(*) Display-related formats include banners, social and video, on desktop or mobile devices

Breakdown in US Advertising Spend



(*) Mobile on this chart is a subset of Digital Spend Source: eMarketer

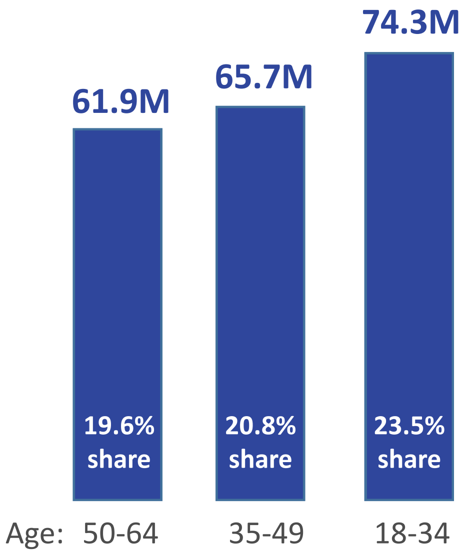
DEMOGRAPHIC TRENDS AMPLIFY THIS TRANSFORMATION

… fostering even faster adoption of new techniques

- Millenials now largest Age Group
- Downtown boom
- Ethnic diversity

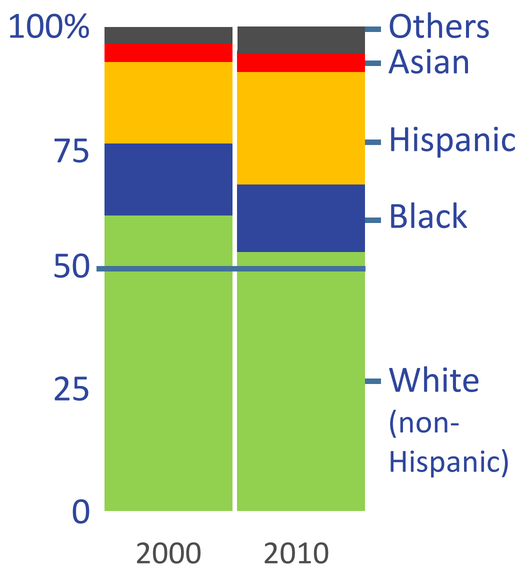
US Population by Age Group

July 2013



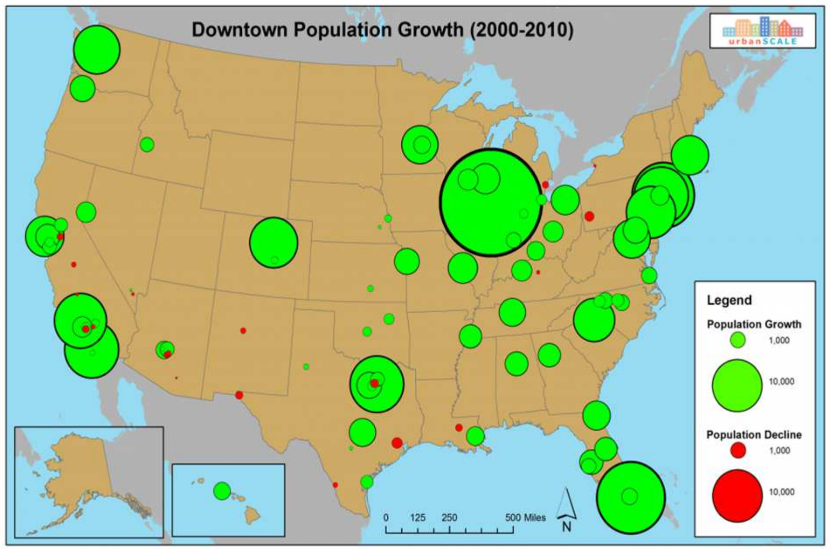
Data Source: Census Bureau

Pct. Among those under 18



Data Source: Census Bureau

Downtown population Growth



Data Source: Census Bureau

IT DRIVES TRANSFORMATION OF MARKET RESEARCH NEEDS

... and the adjustment of our business in North America

The more consumer relationship is…	The more Ipsos's focus is to…
Real Time	Shorten production cycles
Individualized	Provide diversified sample sources
Data and Technology Driven	Develop analytics, embed into action
Owned by New Players	Work with and for them (GAFA* etc…)
Multi channel	Be Platform agnostic, software embedded
Uncovering unknown territories	Elevate the relation with clients to help them address complexity

* Google, Amazon, Facebook, Apple

IT IS REFLECTED IN OUR MOST RECENT SUCCESSES IN NA

These new areas are growing steadily and are already significant in our revenues and profit

2014 growth
>100%

- Mobile Research
- Health Economics and other new areas in Biopharma

2014 growth
>10%

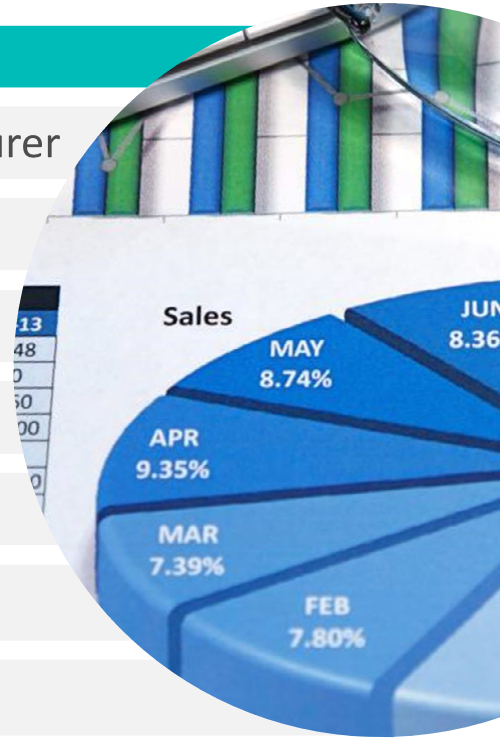
- Social Media Research
- Marketing Analytics
- GAFA

Combined: close to 50% organic growth and 15% of US business
Average profitability > rest of the business

WE ARE DEVELOPING SCALABLE STRATEGIES…

… which have enabled us to win these multi-million contracts in 2014

Examples of Ipsos strategies	Resulting wins
Provide Integration of Services	Customer Experience Mngt for Tire manufacturer
Position Ipsos as “new kids on the block”	Access to new US Government budgets
Include Neurosciences in offering	Global Ad Testing for Beverage Giant
Follow the money	Multiple services for Internet Giant
Embed research in clients processes	Social Media research for CPG Giant
Redefine speed: overnight/intraday	67 projects with 25 clients in 10 months
Tap into different sources of budget	Outcome Research for pharma major



** Google, Amazon, Facebook, Apple*

WE CONVEY INNOVATION AND THOUGHT LEADERSHIP

…which drives product development and future business

"Ipsos in the Hot Seat"

2014 July-December Most popular topics in the US (*)

1. Overnight idea/concept testing
2. Social Listening/Communities
3. Mobile Research
4. Neuroscience
5. Path to Purchase/Consumer Journey
6. Curiosity Treck (Deep human insights)
7. Insight Cloud (Knowledge Platform)
8. Ethnography (Capturing real life)
9. Corporate Reputation
10. Big Data analytics

(*) Ranked by number of time selected by US clients

Partnerships with

Duke: Path to Purchase
Yale: Behavioral Economics

OUR FUTURE IS CARRIED BY A NEW GENERATION OF LEADERS

We have a new team of business Line leaders in the US. They combine diversified experience including Market Research and understanding of the new world.

Cliff **YOUNG**
Ipsos Public Affairs

Lana **BUSIGNANI**
Ipsos ASI

Elys **ROBERTS**
Ipsos Marketing

John **GREENWOOD**
Ipsos MediaCT

Alexandre **GUERIN**
Ipsos Loyalty

IN SUMMARY

- Over the last 20 years we have built a significant position in North America
- The market is transforming, well beyond survey-based research

The opportunities for Ipsos in NA will be driven by

- New services leveraging technology, analytics, advisory
- The emergence of new clients
- Access to new budgets outside traditional Market Research departments

- What our clients want is clear, our transformation has started
- New services already have a positive impact on our business but it will take a bit of time, recognizing that there is pressure on less innovating services and in CPG
- We have appointed a new generation of leaders to run the “New Way” in North America

GAME CHANGERS

Ipsos

IPSOS VALUE PROPOSITION IN EMERGING MARKETS

(CEE, MENA and SUB-SAHARAN AFRICA)

*Shane **FARRELL***

CEO, Europe Middle East and Africa

A REGIONAL LEADER WITH OPERATIONS ACROSS 40 COUNTRIES

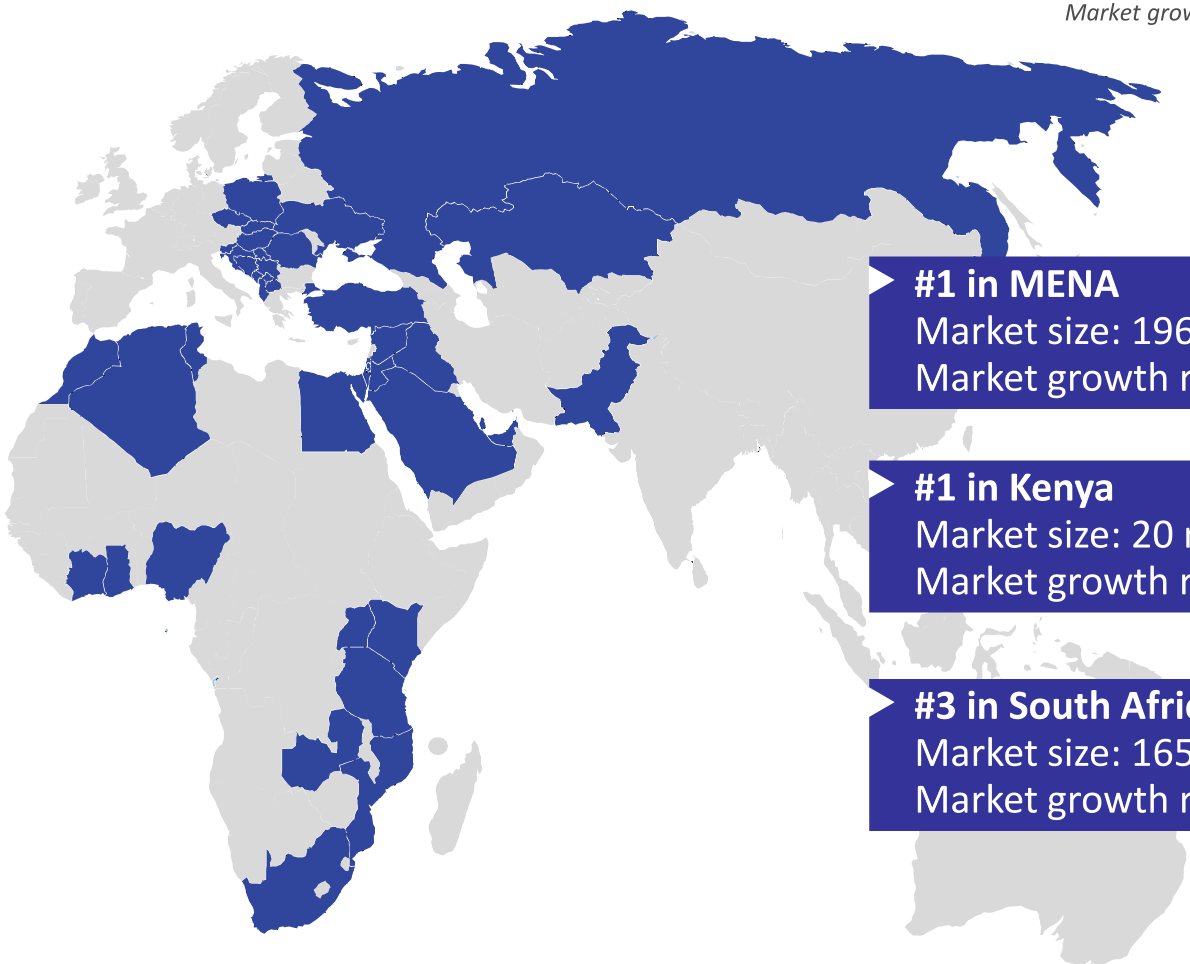
Source: ESOMAR report.
Market size in 2013;
Market growth rate: ***2013 vs 2012.***

#2 in Russia
Market size: 323 m€
Market growth rate: 13%

#1 in Czech Republic
Market size: 83 m€
Market growth rate: 0,9%

#1 in Turkey
Market size: 150 m€
Market growth rate: 12,9%

#2 in Nigeria
Market size: 41 m€
*Market growth rate:



#1 in MENA
Market size: 196 m€
Market growth rate: 4,2%

#1 in Kenya
Market size: 20 m€
Market growth rate: -8.8%

#3 in South Africa
Market size: 165 m€
Market growth rate: 3,6%

A REGION OFFERING STRONG OPPORTUNITIES

Market Opportunities

Increasing penetration of market research (e.g., MR spend per capita in USA $47, DE $43, France $42 vs. Russia $3, Turkey $2, or South Africa $4)

Build long term relationships with clients (new companies expanding locally and internationally e.g., Efes Breweries)

Markets act rapidly + decisively due to market conditions (fast turnaround research needs + fast innovation products)

Offering Opportunities

Clients demand getting the basics right, (Ipsos “Security of mind” provides this)

Experimental approach to research innovation is sought after (e.g., mobile data collection in remote parts of Africa)

Multi-cultural staffing capability (international expertise and local know-how)

Educate clients on benefits, added value and strengths of research (e.g., education programs for clients, cross market sharing of similar experiences)

DIFFERENT EMERGING MARKETS

We think of 2 types of Emerging Market – Developed and Developing

Developing Emerging

Russia
Turkey
KSA UAE
Kenya
Nigeria

Faster changing economy & MR
Global clients investing incrementally
Spawning ambitious local clients
Significant political & economic risk
Variable infrastructure

Developed Emerging

Poland
Czech
Hungary
South Africa

Slower growing economy & MR
Global clients established
Ambitious local clients spreading wings
More stable politics & economics
Mostly good infrastructure

DIFFERENT EMERGING CLIENTS

We think about **Local Champions** and **Global Clients**

Large locally based companies
Expanding rapidly
Ambitious, looking to go international
Often less sophistication
More entrepreneurial
Faster moving

Global multi-nationals
Especially (but not only) part of an Ipsos' Partnering Programme
Normally more sophistication
Some under pressure
Searching for growth

Sberbank
VimpelCom
Gedeon Richter
Efes

Local Champions

P&G
Nestle
Google
Heineken

Global Clients

NEEDS AND VALUE PROPOSITION

Client needs and Ipsos' relevant **value proposition** differ according to each

GLOBAL CLIENTS IN DEVELOPING EMERGING MARKETS

New growth strategy in Africa for a large European food company

Client	Food sector, European company with global positions
Need	Looking for growth opportunities in Africa: - Where to compete - How to win
Value Proposition	Robust operations to global standards: - Local staff know local market and how to conduct research - International client team ensures alignment with global client context - Censydiam approach to ensure global way of thinking and comparisons across markets
Results	Based on this study, the client will: - Select segments - Agree on brand positioning - Select proposition ideas to further develop in a later stage

Local Market "know how"

LOCAL CHAMPIONS IN DEVELOPING EMERGING

New roaming offer strategy for SME

Client — Telecommunications, NASDAQ VIP, presence in 14 countries

Need — Expand roaming services across EU& MENA regions via delivering customer experience

Value Proposition — Ipsos UU in-depth interviews across 11 countries with decision makers of small & medium businesses

Results — Based on the results the client will consider launching new roaming offers relevant to regional specifics:

Market Research & International “know how”

GAME CHANGERS

THANK YOU

INVESTOR DAY

January 2015

GAME CHANGERS

Ipsos

REINVENTING THE BUSINESS IN APAC

*Lifeng **LIU***

CEO Asia-Pacific

IPSOS AT A GLANCE IN ASIA PACIFIC

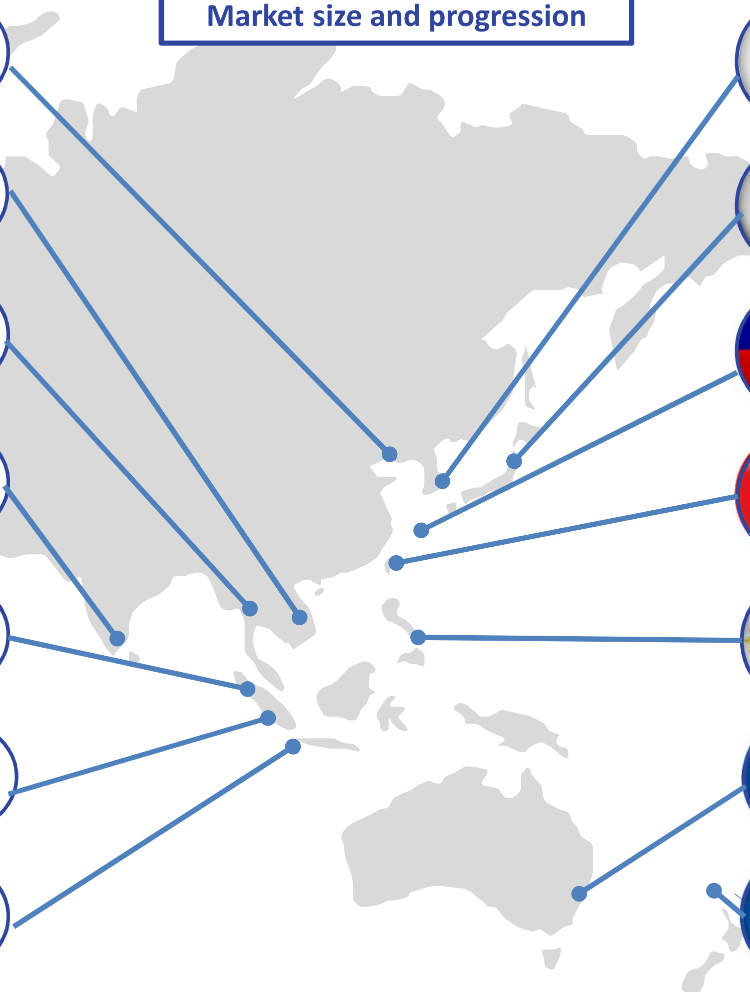
14 Countries

2ND largest player

3,522 Staff (2014)

285 m €, 17% of Ipsos group Revenue (2013)

Market size and progression



CHINA
1,265 m€, +7.2%
Ipsos rank: 1

VIETNAM
41 m€, +3.8%
Ipsos rank: 4

THAILAND
126 m€, +7.6%
Ipsos rank: 2

INDIA
189 m€, +8.4%
Ipsos rank: 3

MALAYSIA
86 m€, +3.8%
Ipsos rank: 2

SINGAPORE
104 m€, +4.9%
Ipsos rank: 2

INDONESIA
101 m€, +12.5%
Ipsos rank: 2

SOUTH KOREA
281 m€, -0.7%
Ipsos rank: 3

JAPAN
1,382m €, +0.9%
Ipsos rank: 4, #1 among Int'l firms

TAIWAN
73 m€, -1.3%
Rank: 3

HONG KONG
90 m€, 0.8%
Ipsos rank: 2

PHILIPPINES
80 m€, +8.5%
Rank: 5

AUSTRALIA
524 m€, +2%
Ipsos rank: 2

NEW ZEALAND
70 m€, -0.7%
Ipsos rank: 4

Data source: ESOMAR 2014 GMR Report, Ipsos Annual Report 2013

A REGION WITH STRONG POTENTIAL

Better prospects ahead

The growth in APAC has been limited in the past three years

1 Developed economies in APAC stagnant

2 Global FMCG also struggling in emerging markets including China, SEA and India

But the region offers strong potential

60% of world's population, contributing to

20% of world's GDP and **15%** of world's MR industry

Strong potential comes from non-FMCG sectors including **Automotive, Financial Services, Retail** and **Real Estate** in emerging markets

New economy in **China** and other emerging markets such as **India** is re-shaping the leadership of world's economy

IPSOS IN WORKING ORDER

First encouraging results

Ipsos in a leadership position

↓

Integration with Synovate fully done, streamlined and optimised structure

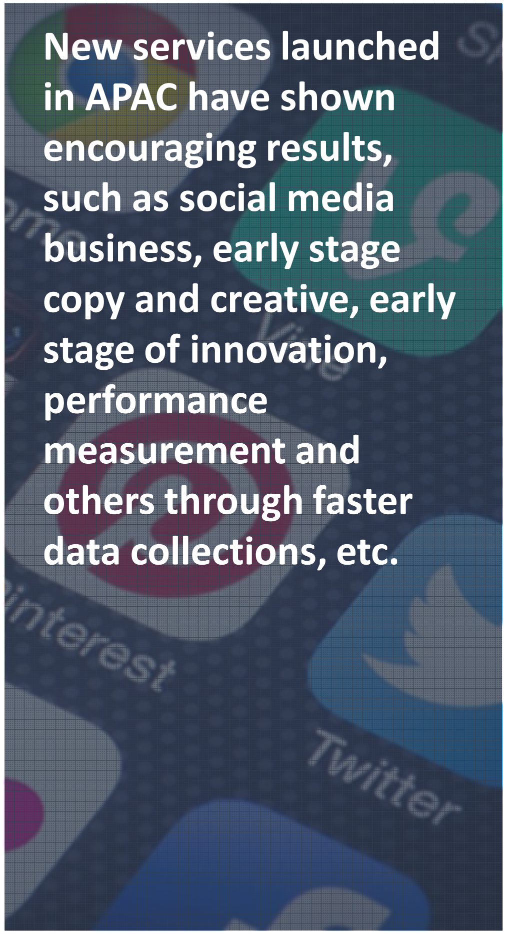
New and dynamic local leadership

Teams have been fully trained to Ipsos services

Digital data collection (CAPI, CATI, or On-line) is up to speed.
Asian Ipsos Interactive Services hub plus face to face moving to CAPI/Pad
Target to be 100% digital by the end of 2015

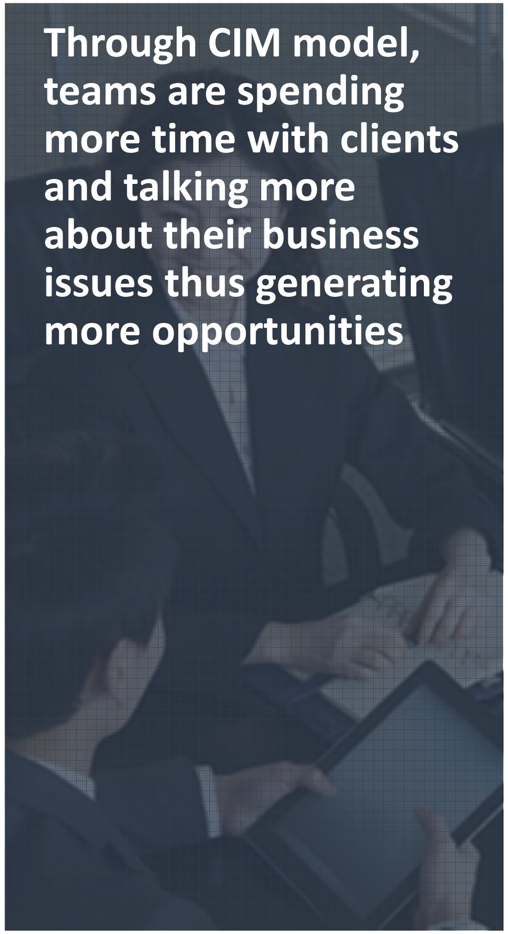
NEW SERVICES AND NEW TYPE OF CLIENTS

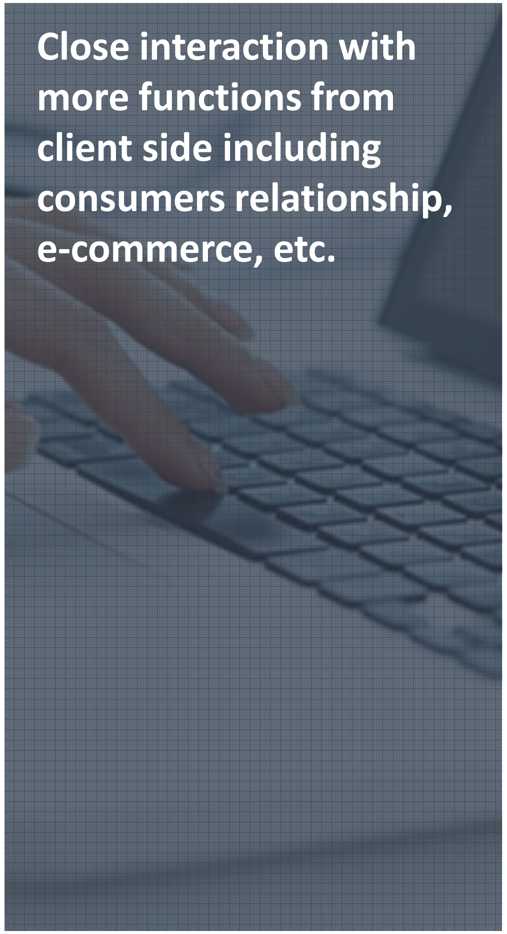
Drive top line growth in APAC



NEW WAYS TO ENGAGE CLIENTS

Client Interaction Model





SUCCESSFUL STORIES

In Automotive sector, we have greatly grown business from not only global clients but also emerging clients from China and India

Global FMCG clients are struggling, but we have managed good growth from some of them. The encouraging news is we have largely grown the business from local FMCG clients including Japanese, Thai, Chinese and Indian

We are doing very well with local home appliance, banking, insurance, and carrier clients in China

APAC contributes a big portion to Ipsos' Tech, Tele and Internet business. We work closely with Chinese new giants in internet, tech equipment manufactures and telecom operators

Retail is also a sector that we have made great progress, with both international players and local players

We have maintained and developed good social research business in Australia, Korea and India

BRING IPSOS IN APAC TO THE NEXT LEVEL

Our key success factors

- Better interaction with our clients and expansion into new clients sectors
- Optimized organization
- Staff quality through new leaderships, training, new values
- Further digitalization of data collection and ramping up of new services

GAME CHANGERS

Ipsos

HOT SEATS #1

The socialized consumers

Plenary room

SESSION 1: 13:30 – 14:30

SESSION 2: 14:30 – 15:30

INVESTOR DAY

January 2015

GAME CHANGERS

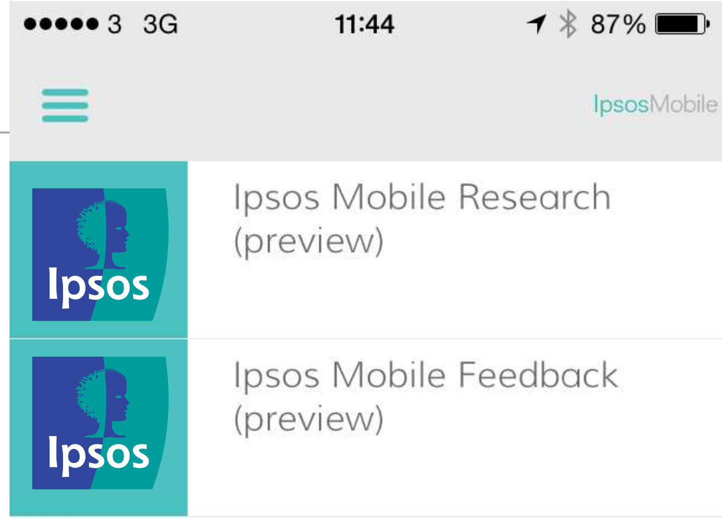
Ipsos

MOBILE

Claire ***EMES***

Head of Digital Research, Ipsos Mori

Rather than using PowerPoint for my presentation, I thought it would be more appropriate to use our global mobile survey app and my iPhone to demonstrate why we and so many of our clients are excited about mobile research and how it's generating incremental value.



●●●●○ 3 3G 11:40 88%

Mobile is not a new research tool, we've been conducting SMS surveys for 12+ years

But I'll focus on how we're making the most of the technology available on today's mobile devices, which is allowing us to gain **not only quick** but **also rich** insights via mobile

and this isn't restricted to developed markets; India, China and Indonesia are predicted to be 2015's top smartphone markets in terms of growth by value

NEXT

What are the benefits of mobile as a research tool?

Ubiquity of mobile devices [SELECT]
More people in the world have access to a mobile phone than a working toilet.
It's predicted that by 2020 80% of adults on Earth will have a smartphone

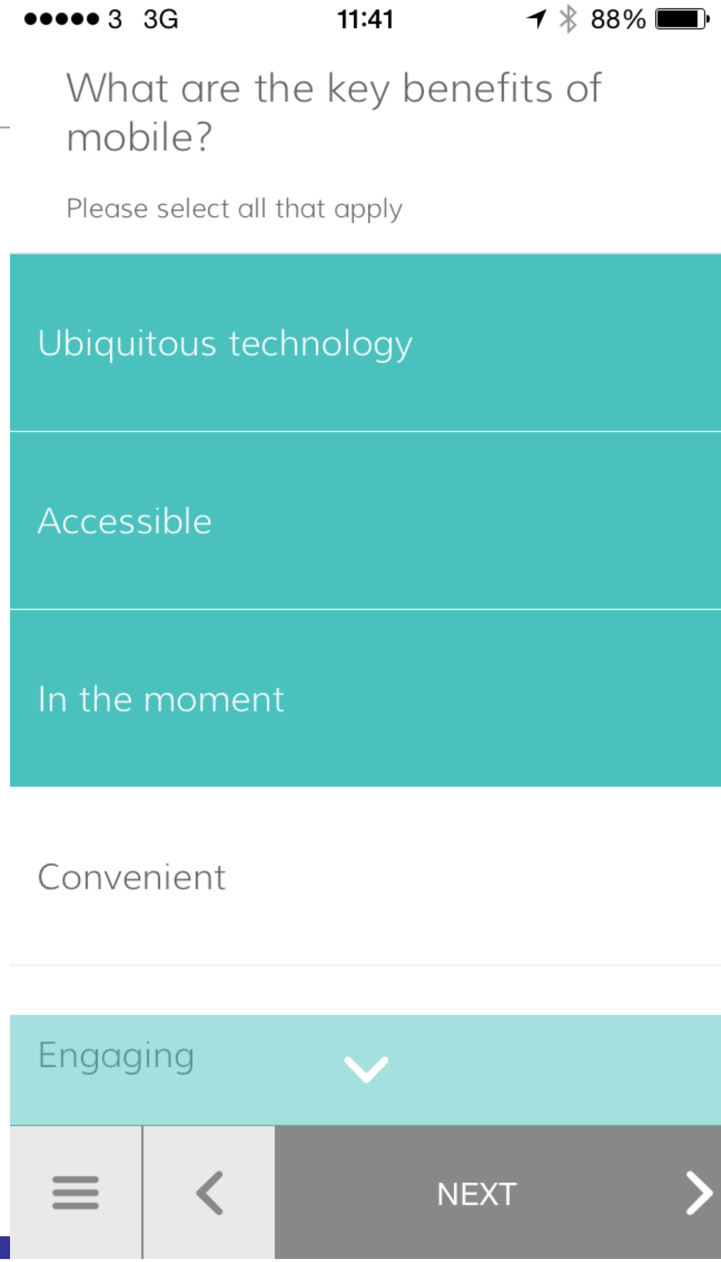
Accessible [SELECT] – people tend to keep their phone with them all of the time.
- 4 in 5 check smartphone owners check their phones within 15 mins of waking up
- half of teenagers (admit to) taking it to the bathroom

These two features mean it's **an extremely quick way of gaining feedback from consumers.** We have rolled out a major programme of fast track early stage innovation research across a number of markets for a major client which has allowed us to reduce the average time of standard claims test from 21 days to 2.

In the moment [SELECT] – key feature
Whether this be in store, whilst commuting…

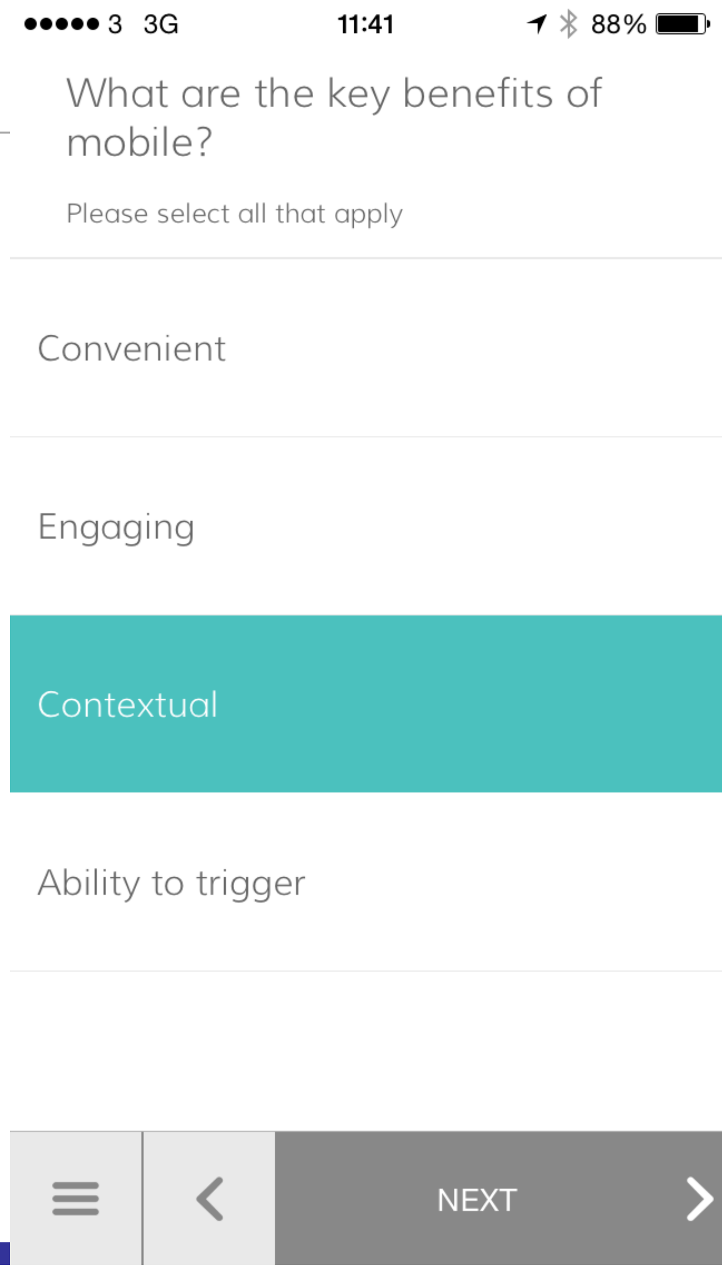
- Before they forget
- Or post-rationalise the experience

This is the raw emotion, the real life!

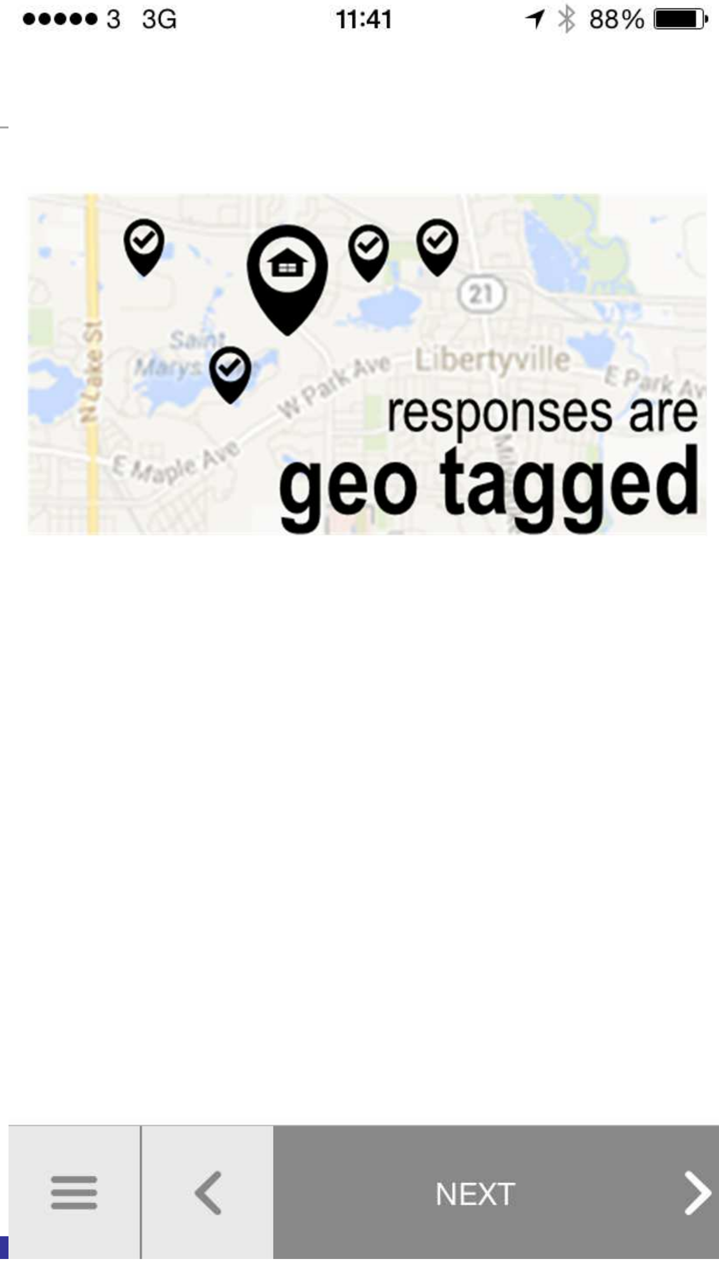


We’ve found this particularly important in **product testing,** for example, where respondents are better able to differentiate between products on **sensorial** elements: flavour, fragrance etc. via an ‘in the moment’ mobile diary than a standard online test

Contextual [SELECT] – mobile research becomes yet more powerful when we employ the features of a smartphone…



....we can tag respondents' locations when they complete surveys

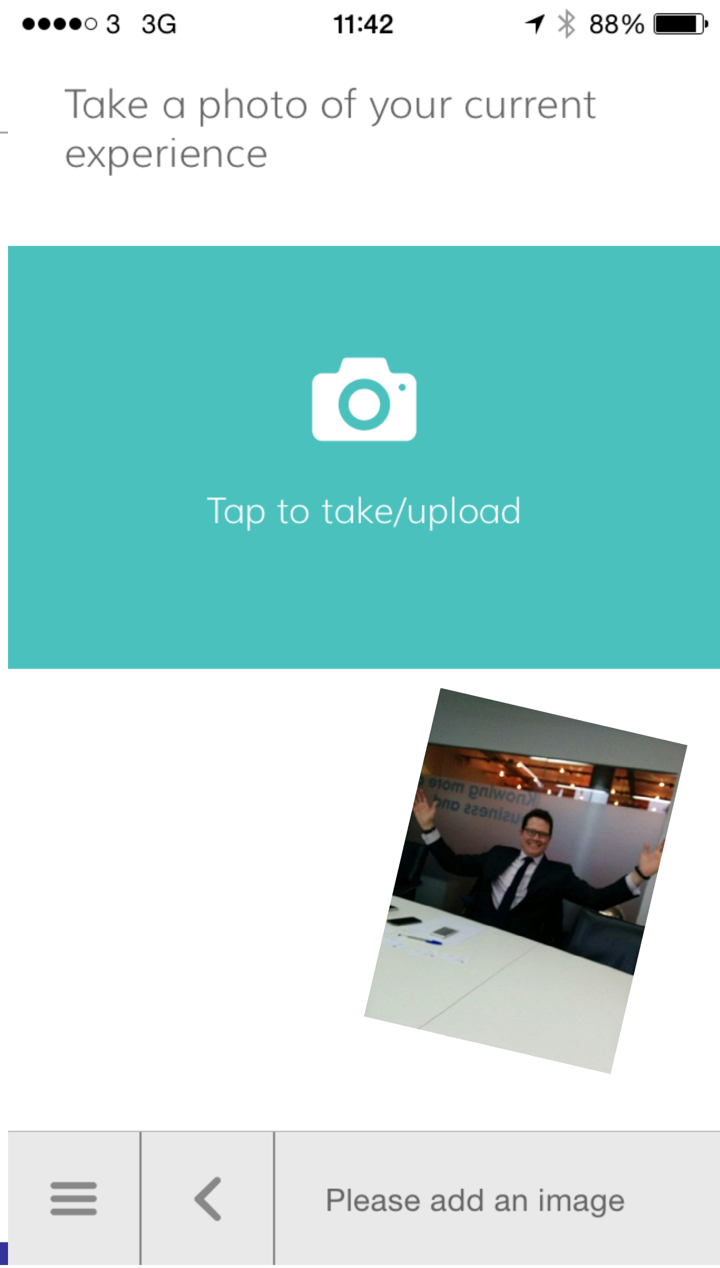


....and can use video or photo to capture the moment …

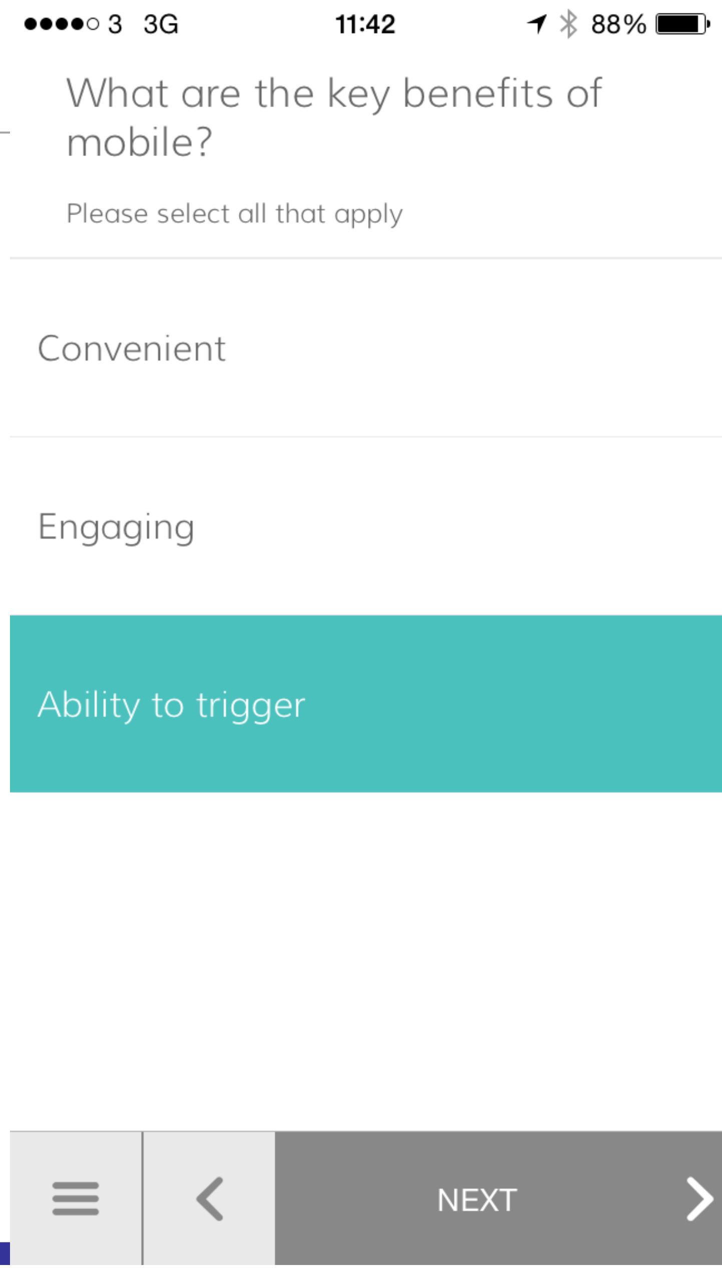
…which as I’ll prove now is incredibly simple for research participants to do.

[TAKE PHOTO]

This means consumers are able to not only *tell* us what they think but also ***show us*** via photos and video – creating additional value beyond traditional research insights

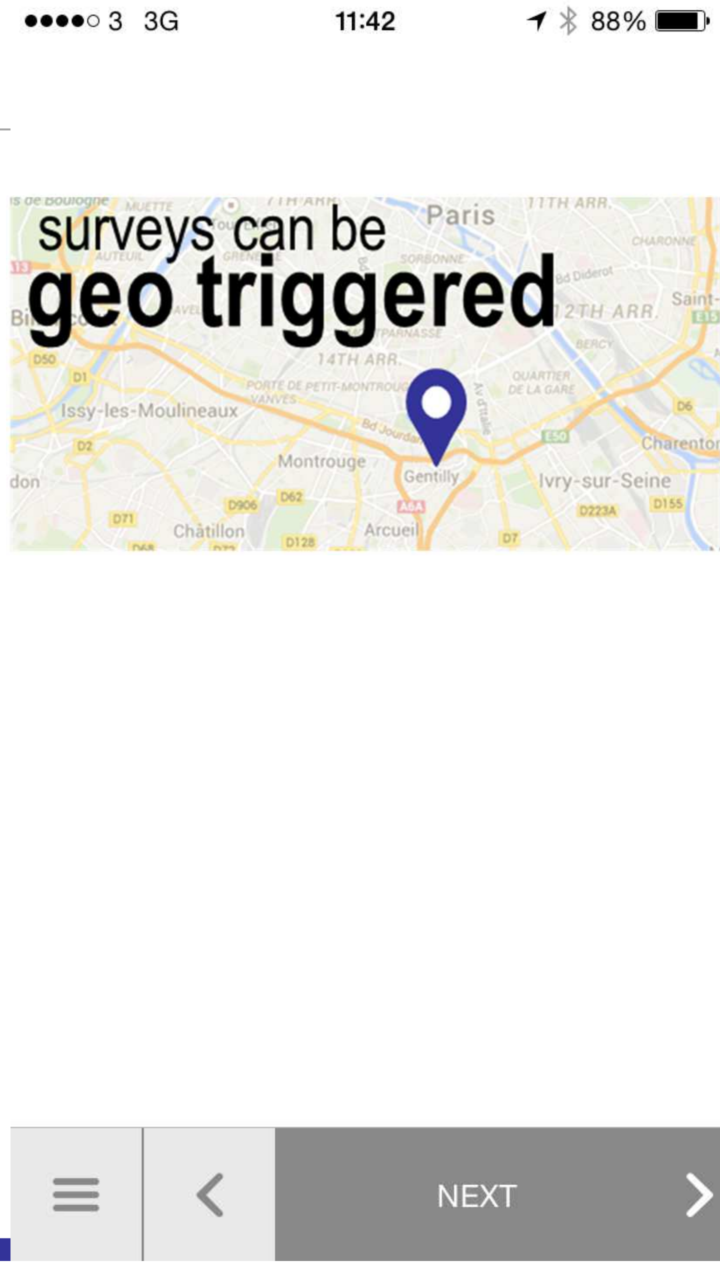


Ability to geo trigger [SELECT] - a more recent development, that Judith has already mentioned, allows us to not only tag respondents’ locations but also use GPS to trigger surveys when respondents enter a location we’ve geo fenced…

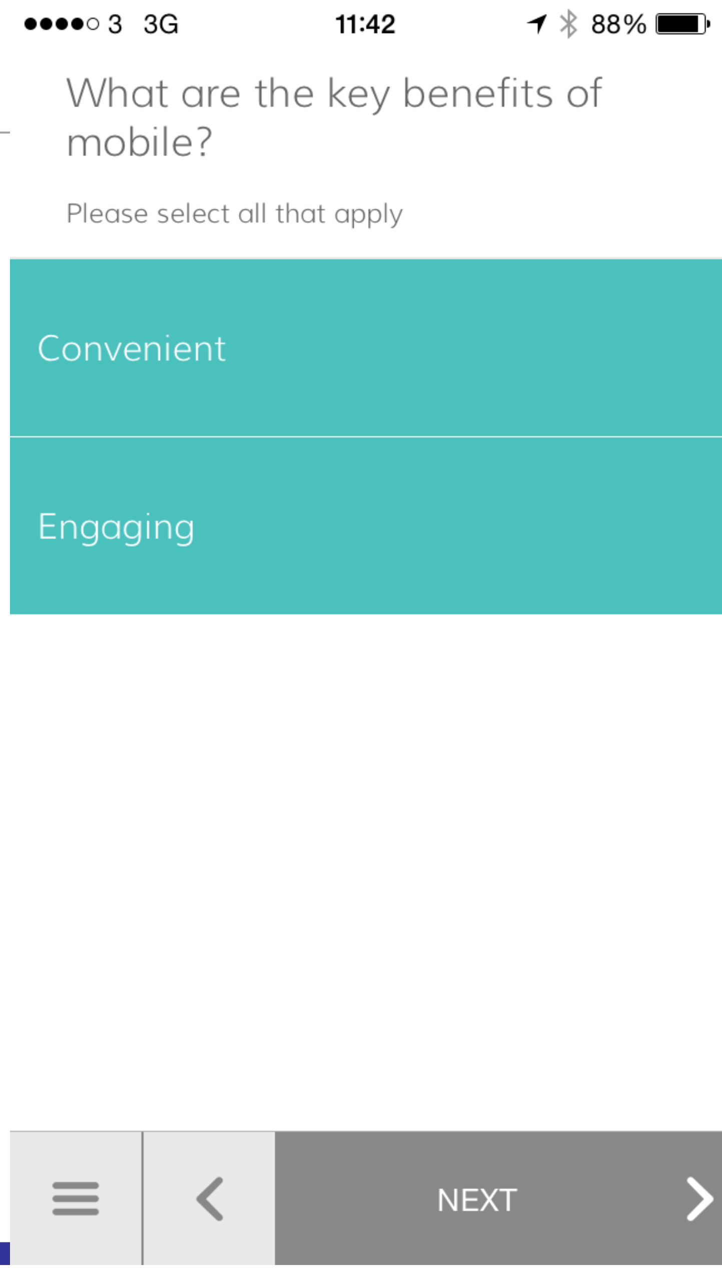


…for example, in a study for Google, we geofenced shopping malls and triggered surveys two hours after respondents arrived to understand how people use their phones whilst shopping.

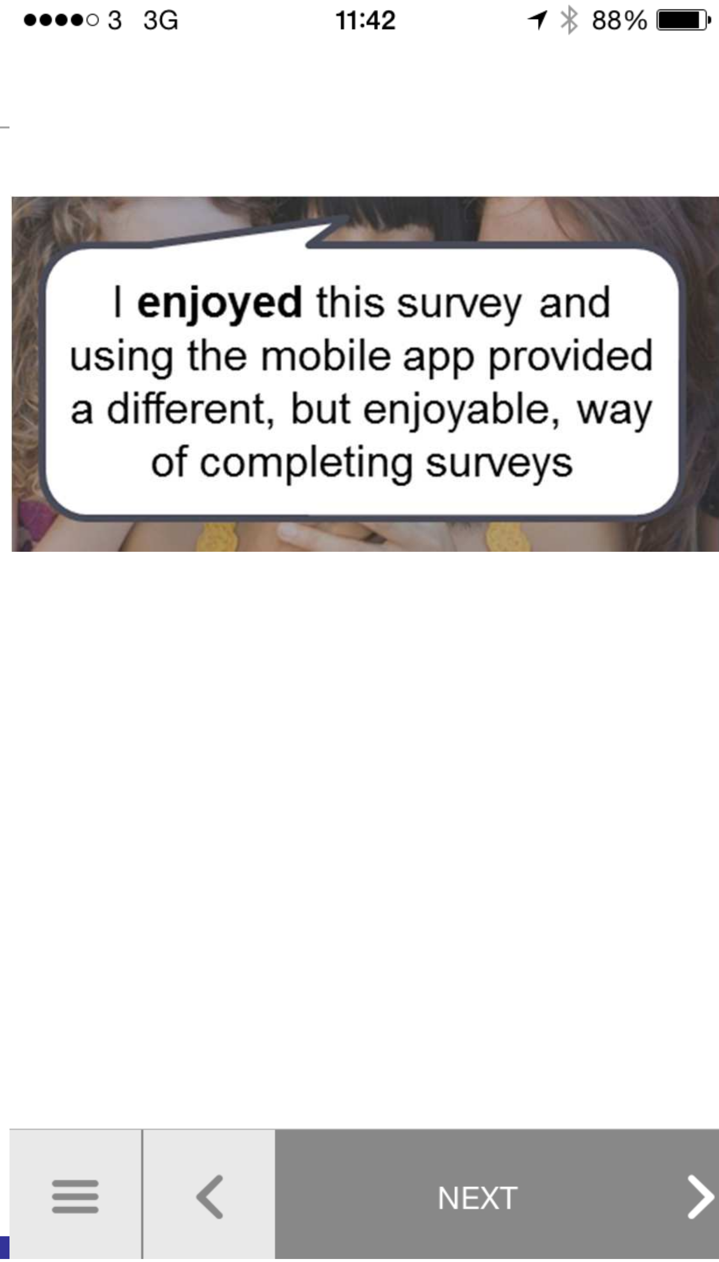
We can do this anywhere in the World, all we need is a GPS signal



Our experience has shown that respondents, who we, as researchers, are dependent on and are generally becoming increasingly harder to engage, find mobile surveys convenient and enjoyable...

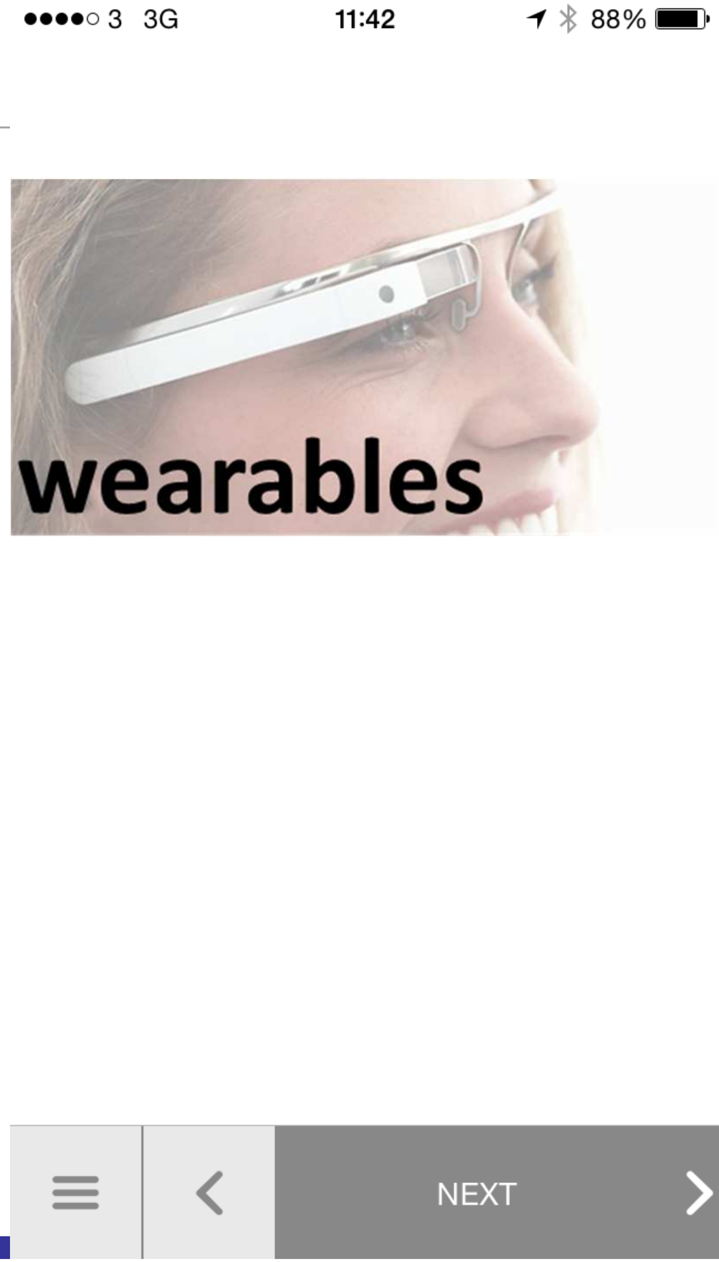


as these comments from a respondent demonstrates

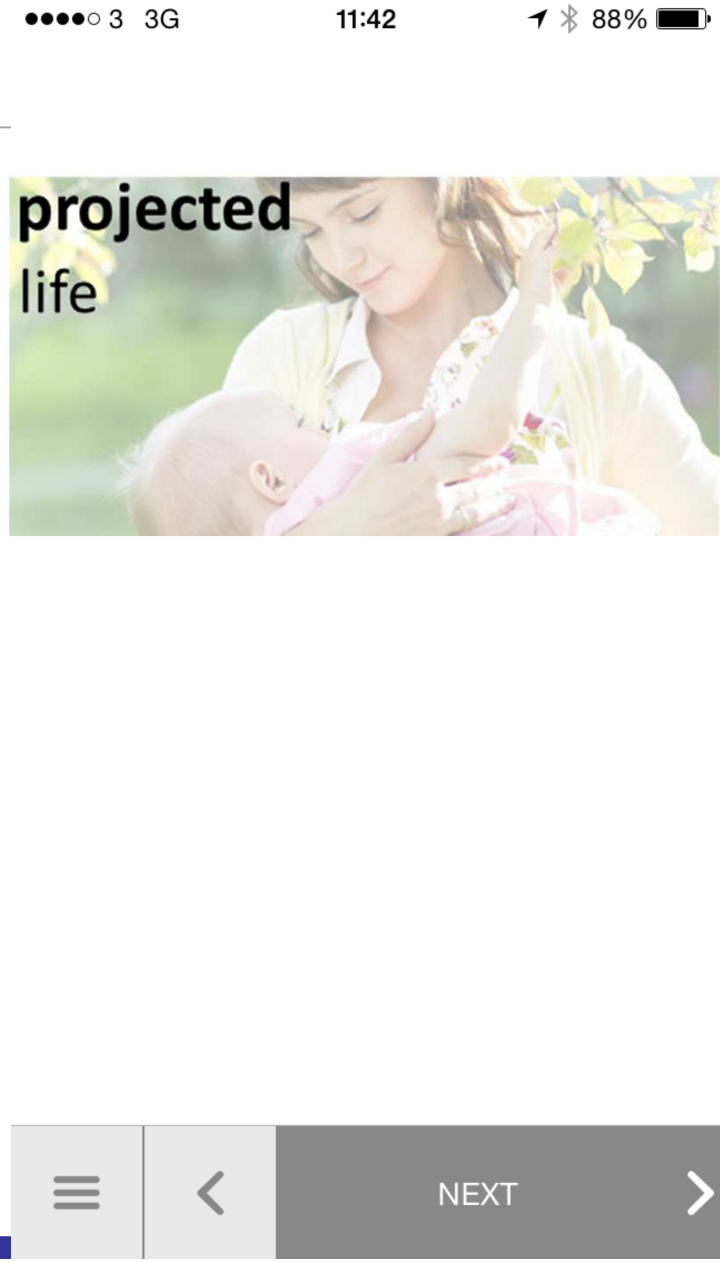


Other emerging technologies are also helping us get closer to consumers….

we're now using wearable technology like Google Glass, GoPros and lapel cameras to help us unlock people's unconscious behaviours…

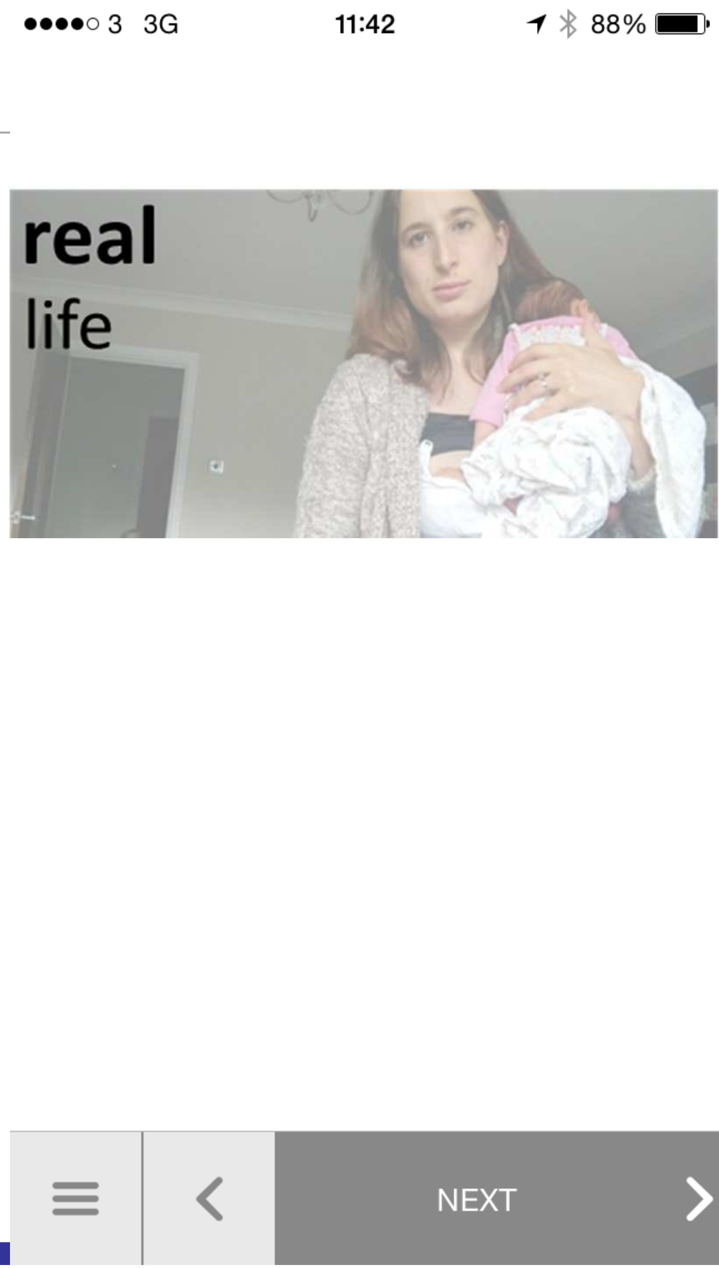


So that we can get beyond the processed and heavily edited view of people’s lives …the claimed behaviours and projected self…



And uncover the unmediated view of people's real lives… this is an image taken from Google Glass in a recent project with new mums… as a mother I associate with this image and not the stock image of the romantic view of motherhood we saw a moment ago

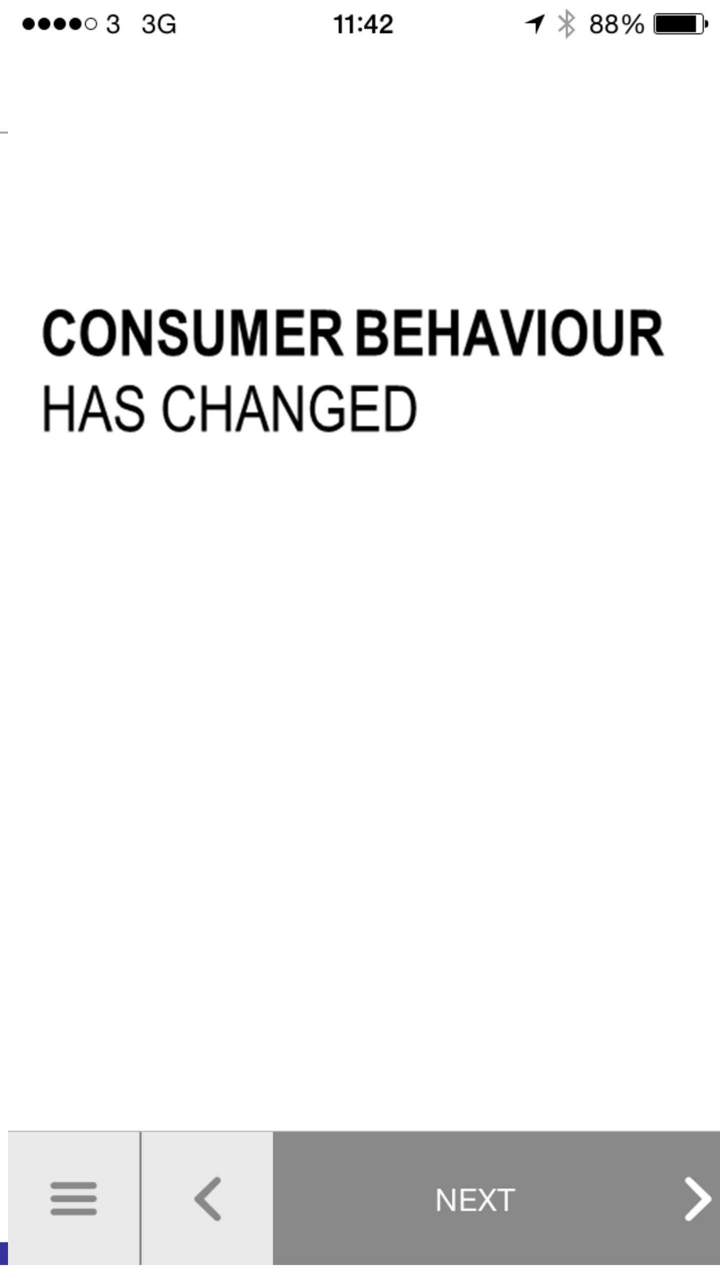
Emerging techniques are helping our clients see the true consumer landscape and understand their rituals and habits… allowing us to unlock innovation opportunities



There's no doubt that we've witnessed a revolution in consumer behaviour driven by our changing relationship with technology.

Smartphones , which allow us to access information when and where we want, have fundamentally changed the way we communicate, work, shop, bank and entertain ourselves.

… we now snack on media content and our social interactions have become shorter, more frequent and digital…



But what does this mean for research…?

●●●●○ 3 3G 11:42 88%

MOBILE TECHNIQUES
HELP US MAKE
RESEARCH…

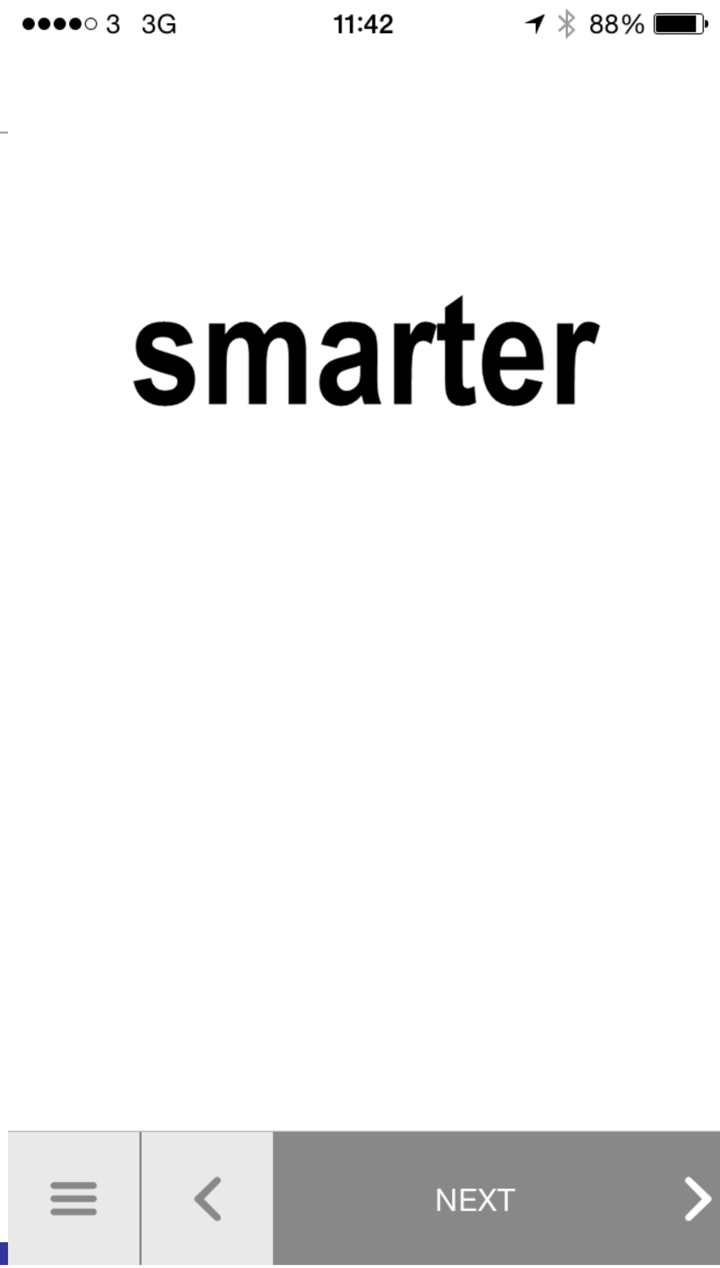
By leveraging these same technologies, in particular smartphones… we're able to make our research…

NEXT

…shorter…

...faster...

…smarter…



So that it is less like research…

…and more like real life …

for both those taking part in our research and those benefiting from it…

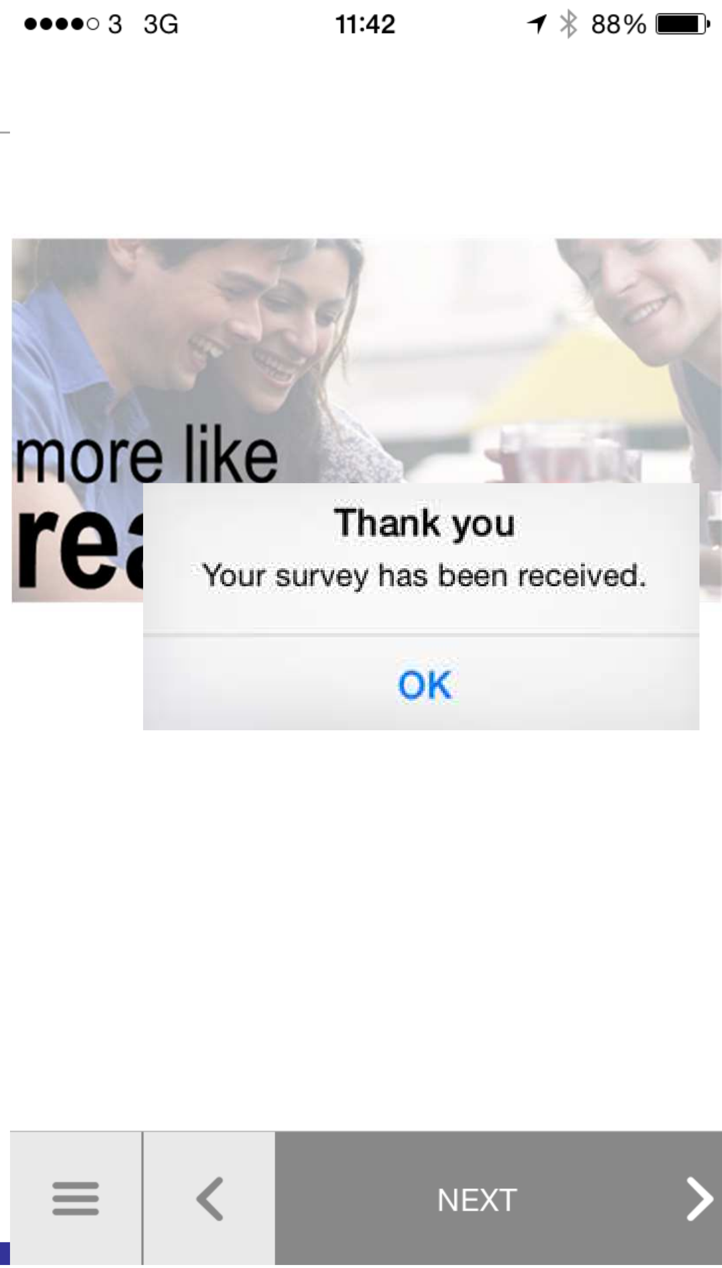
Some examples of where we're doing this include>

How we're layering an 'in the moment' mobile into our standard online product tests - to generate extra diagnostic detail for our clients – including photos and videos of how consumers actually use their products

We are filling the 'gaps' in consumer journeys, gathering additional insights when people are out of home, for a large airline we used mobile to understand people's in share the in flight experience – our apps work offline

And we're combining active and passive mobile data to better understand people's online path to purchase and media consumption

And that's my survey & photo being sent back.



THANK YOU

INVESTOR DAY

January 2015

GAME CHANGERS

Ipsos

SOCIAL MEDIA RESEARCH

communities, web listening

Valérie-Anne ***PAGLIA***

Managing Director Ipsos UU France,
Qualitative Division

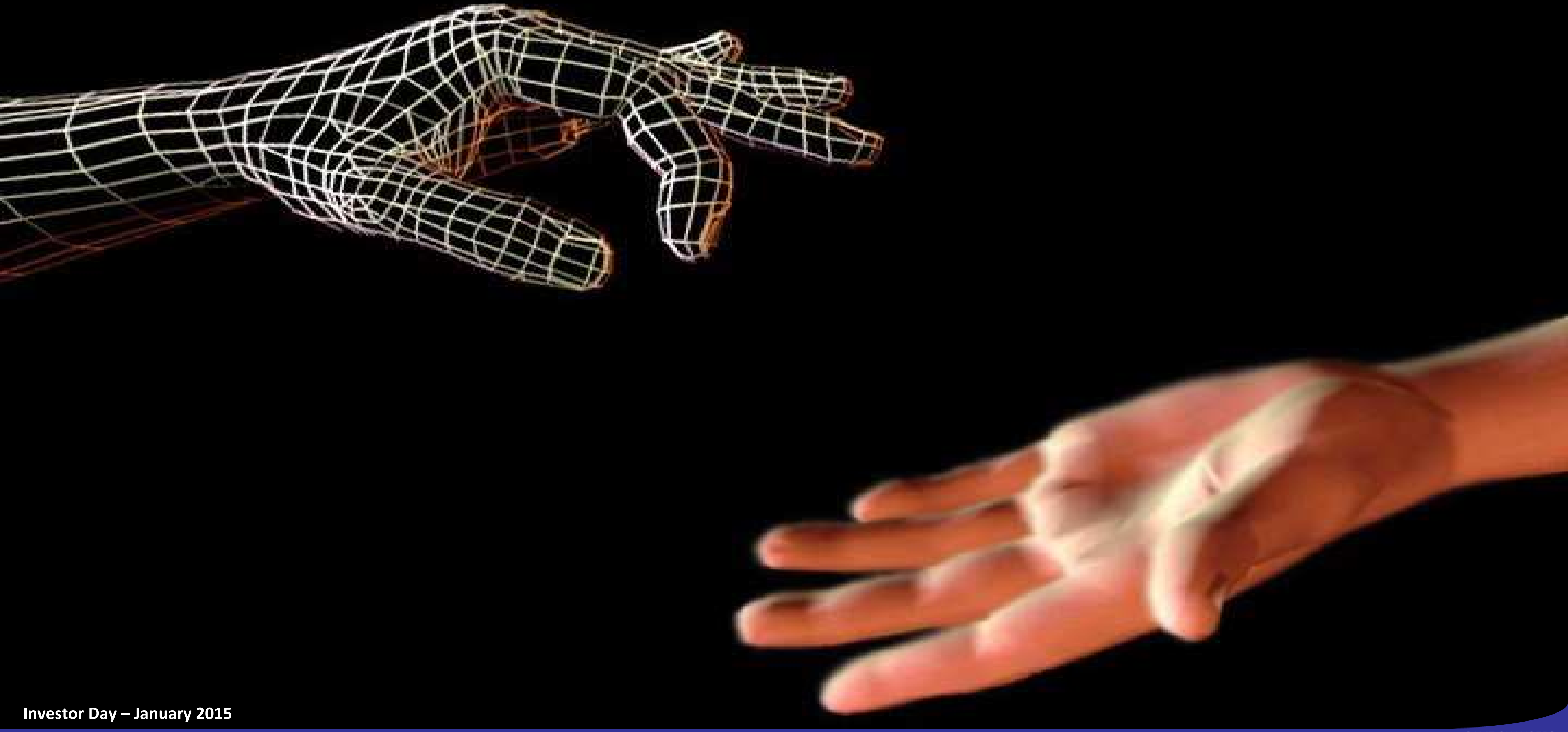
Social media research

Ipsos expertise

TREND N°1 : @'S CHANGED PEOPLE'S LIVES…

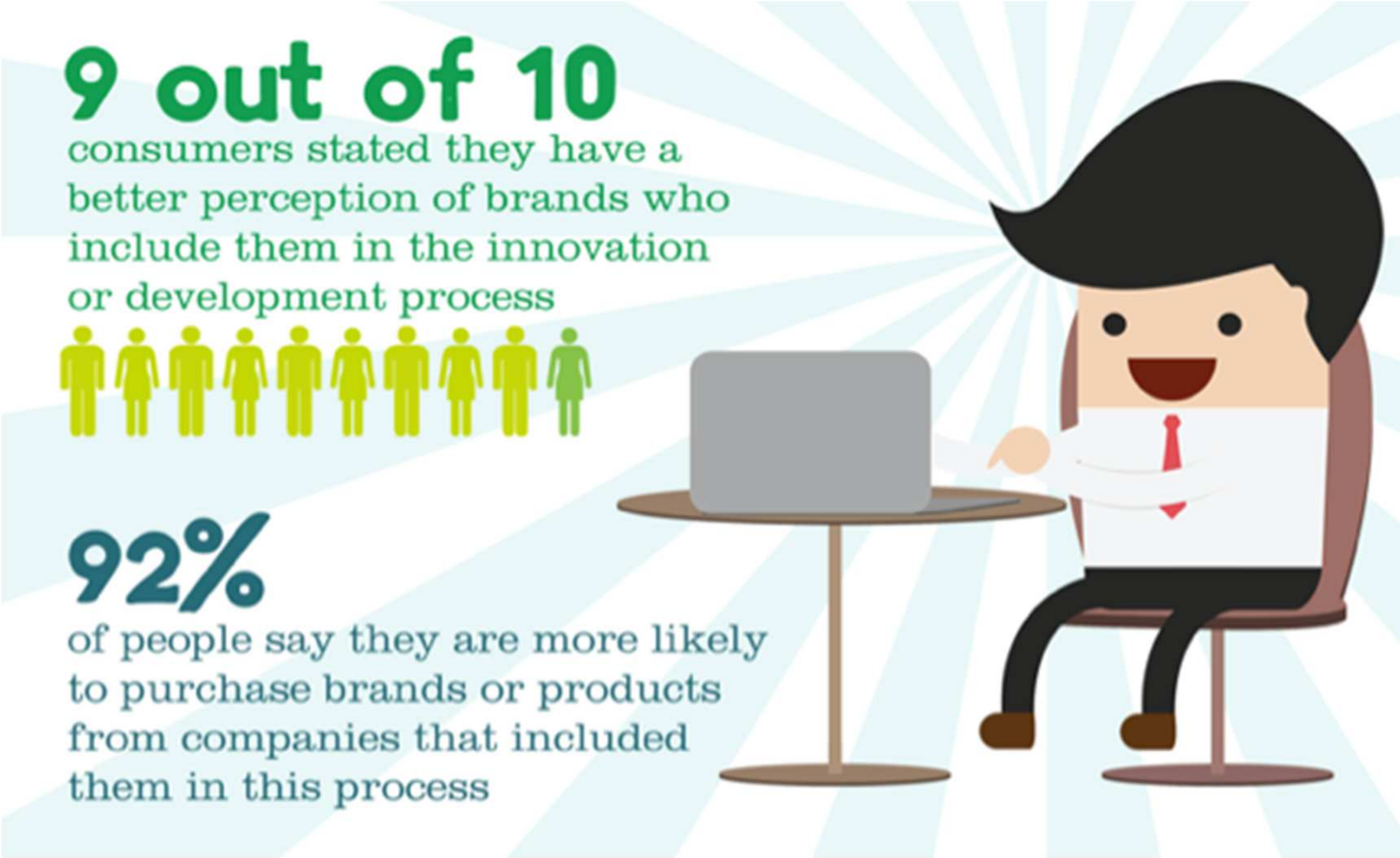
« I 've been doing everything Online for years, …banking for 13 years, I found my house through the internet and most of the furniture that is inside…& by the way,… even my husband…!'

TREND N°2 : @ 'S DEEPLY TRANSFORMED RELATIONSHIP BETWEEN BRANDS & CONSUMERS …



TREND N°3 : @ 'S TRANSFORMED THE INNOVATION PROCESS

"… it is always exciting to see [a product] on store shelves knowing I helped with it. If it is good, I know it is, and will buy without question."

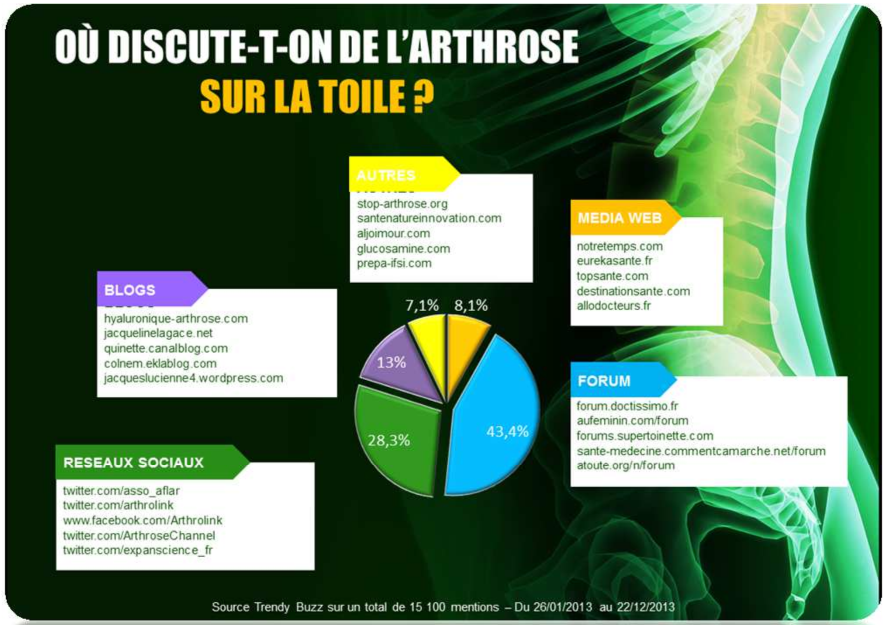


THE POWER OF ONLINE CONVERSATIONS

WE ENGAGE AND LISTEN TO CONSUMERS

Community

Social Listening



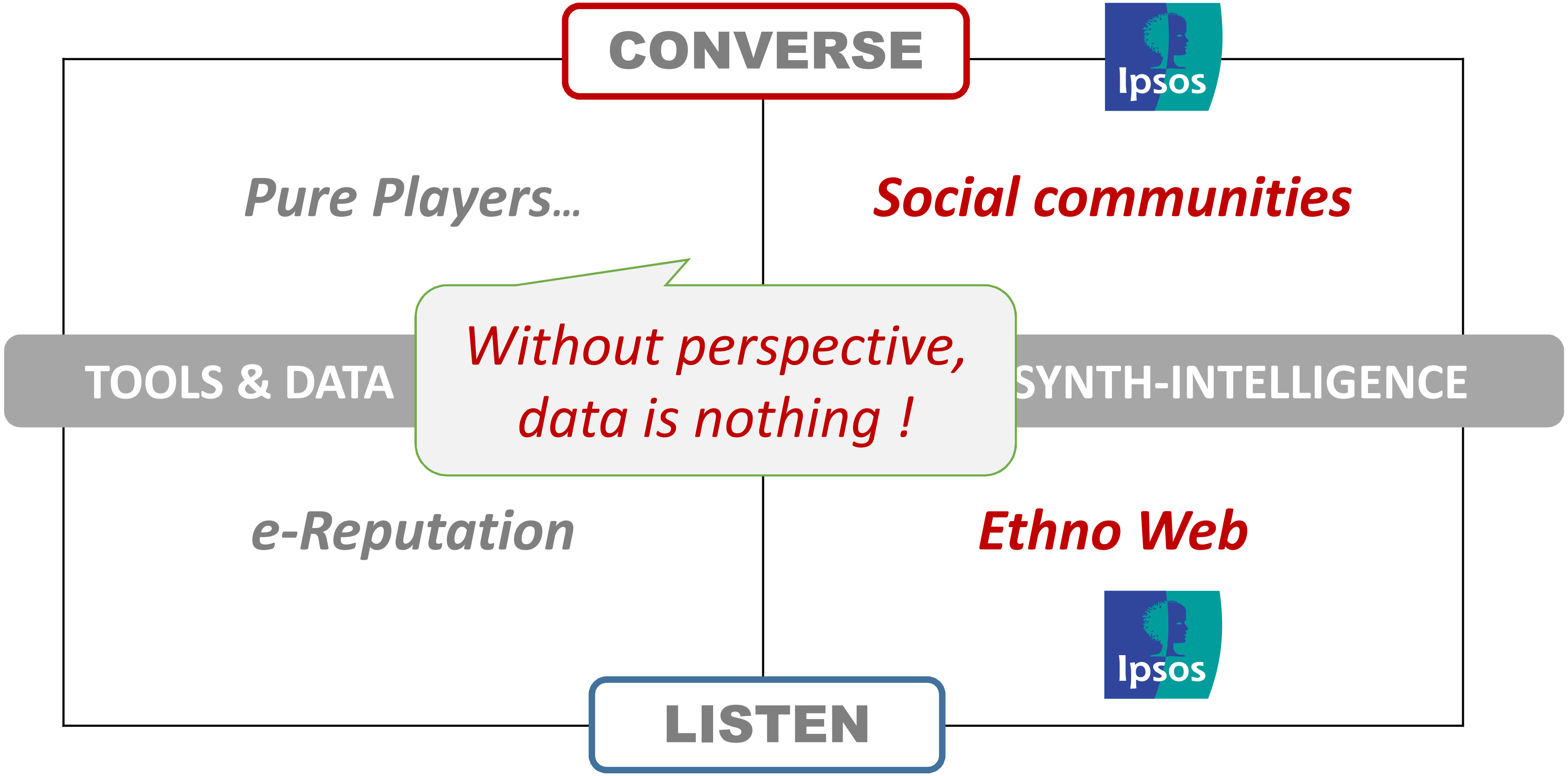
WHERE WE STAND IN COMMUNITIES …

100th
community
in 2014

/

100 %
renewal on all
long term
communities

WHAT MAKES OUR DIFFERENCE…



POUR CONCLURE…

New generation of research

New clients

Transforming research

THANK YOU

INVESTOR DAY

January 2015

GAME CHANGERS

Ipsos

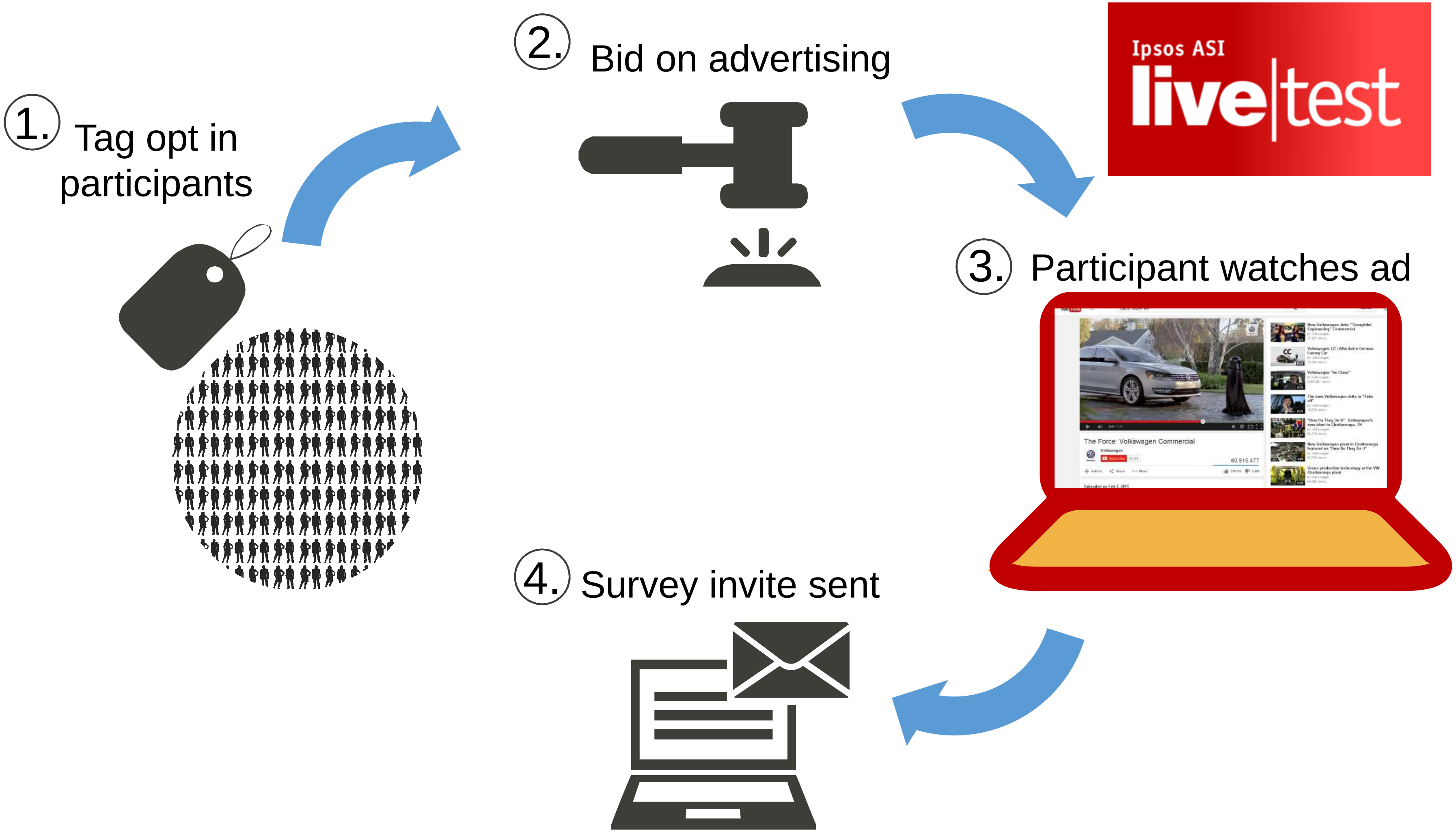
DIGITAL COMMUNICATION

Adam ***SHERIDAN***

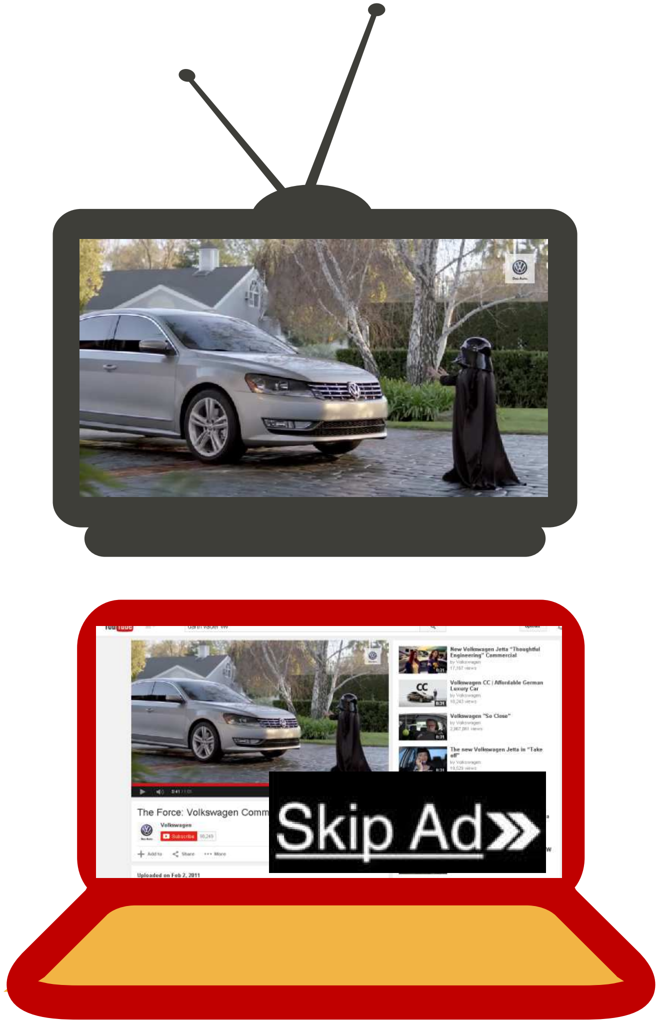
Chief Client Director

CONTEXT: THE VALUE AND FIT OF THE AD AND THE EXPERIENCE

SPEED, SIMPLICITY: LEVERAGING DIGITAL INFRASTRUCTURE

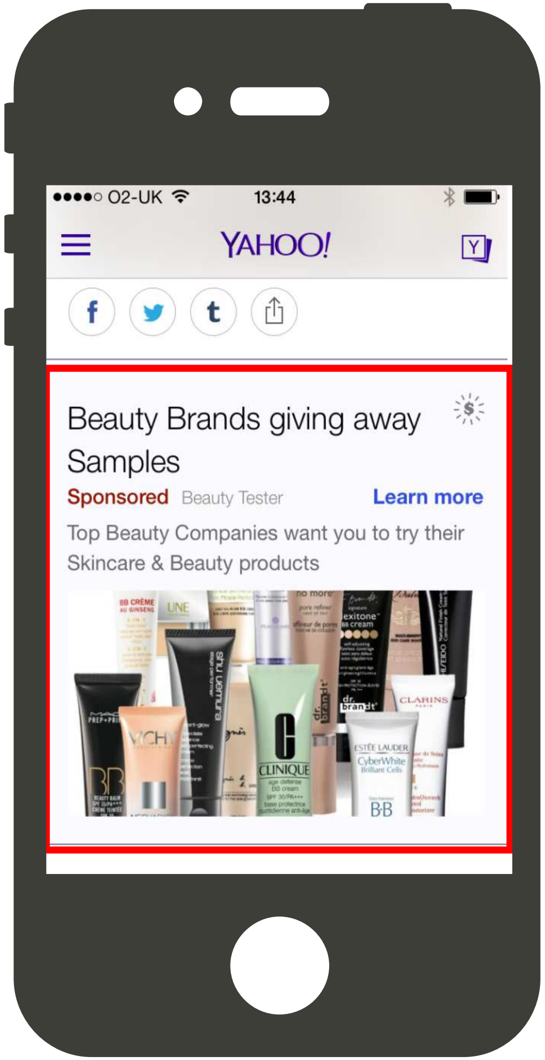


CREATIVE INSIGHTS FOR ADVERTISERS AND MEDIA OWNERS



1. Can I use the same campaign across TV and digital?
2. Will showing the same campaign on digital and TV be better than one media only?
3. How do I optimize my campaign to maximise the opportunity of new digital formats?

LIVE|TEST IN THE FUTURE: CONTEXT IN A MOBILE FIRST WORLD



1. Does screen size mean I need to change my brand presence?
2. How does targeting on mobile (location) affect ad response?
3. If I target on mobile and PC desktop, do I need to run the same ad or different ads?

THANK YOU

INVESTOR DAY

January 2015

GAME CHANGERS

Ipsos

NEUROSCIENCES

Jessica ***REITER***

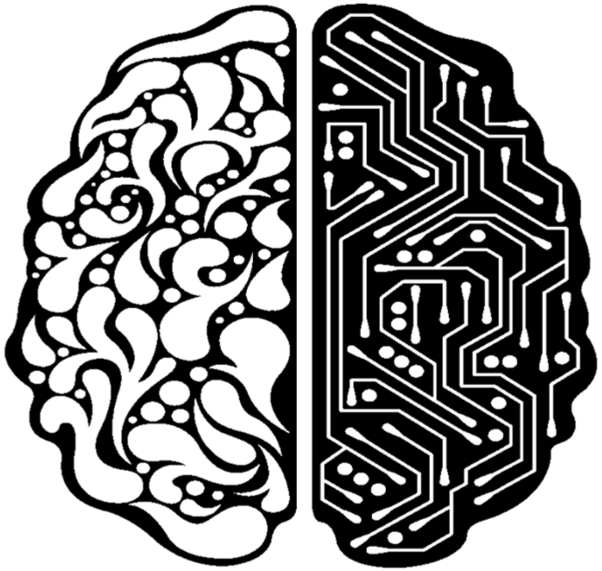
Senior Vice-President, Ipsos Neuro and Behavioural Science Centre

EMOTIONS MATTER:

To Our Clients, To Ipsos, Because They Drive Consumer Behavior

"**People's feelings and emotions guide behavior.** We try to create an **emotional connection** with people… And then if you can **engage their minds** in terms of providing that additional rationale as to how this brand can be better, you can then **solidify the relationship**."

- Marc Pritchard, P&G
Global Marketing Officer



System 1: Emotional & Unconscious	System 2: Rational & Considered

OUR SHARED OBJECTIVES

Integration & Productization

Communications | Brand/Image | Concept | Loyalty | Media | Shopper | Public Affairs

Scale, Consistency and Global Application

Deep and Broad Expertise

- Global Neuro & Behavioral Science Centre
- Mobile and Wearable research and development and neuro tool integration lab

Ipsos
NEURO & BEHAVIOURAL SCIENCE CENTRE

Demonstrations

IPSOS NEURO OFFERING

Facial Coding

Emotional Response

Implicit Reaction Time (IRT™)

WOULD BUY

-2 completely disagree

-1 disagree

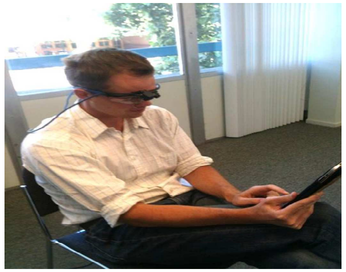
0 hard to tell

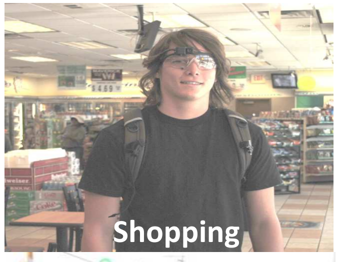
1 agree

2 completely agree

Conviction, Brand Impact, Behavior Intent & Associations

Eye Tracking





Shopping

Natural Settings

Attention Engagement

EEG/GSR

Sensitive Response

Behavioral Tasking

Decisions & Market Behavior

IPSOS NEURO OFFERING

XOX
Wearable GSR

Google Glass
Wearable Recorders

Shimmer
Wearable GSR &
Heart Rate

Sensum
Data Integration & Display

Neurohm
Mobile IRT

Beyond Verbal
Voice Analysis

THANK YOU

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January 2015

GAME CHANGERS

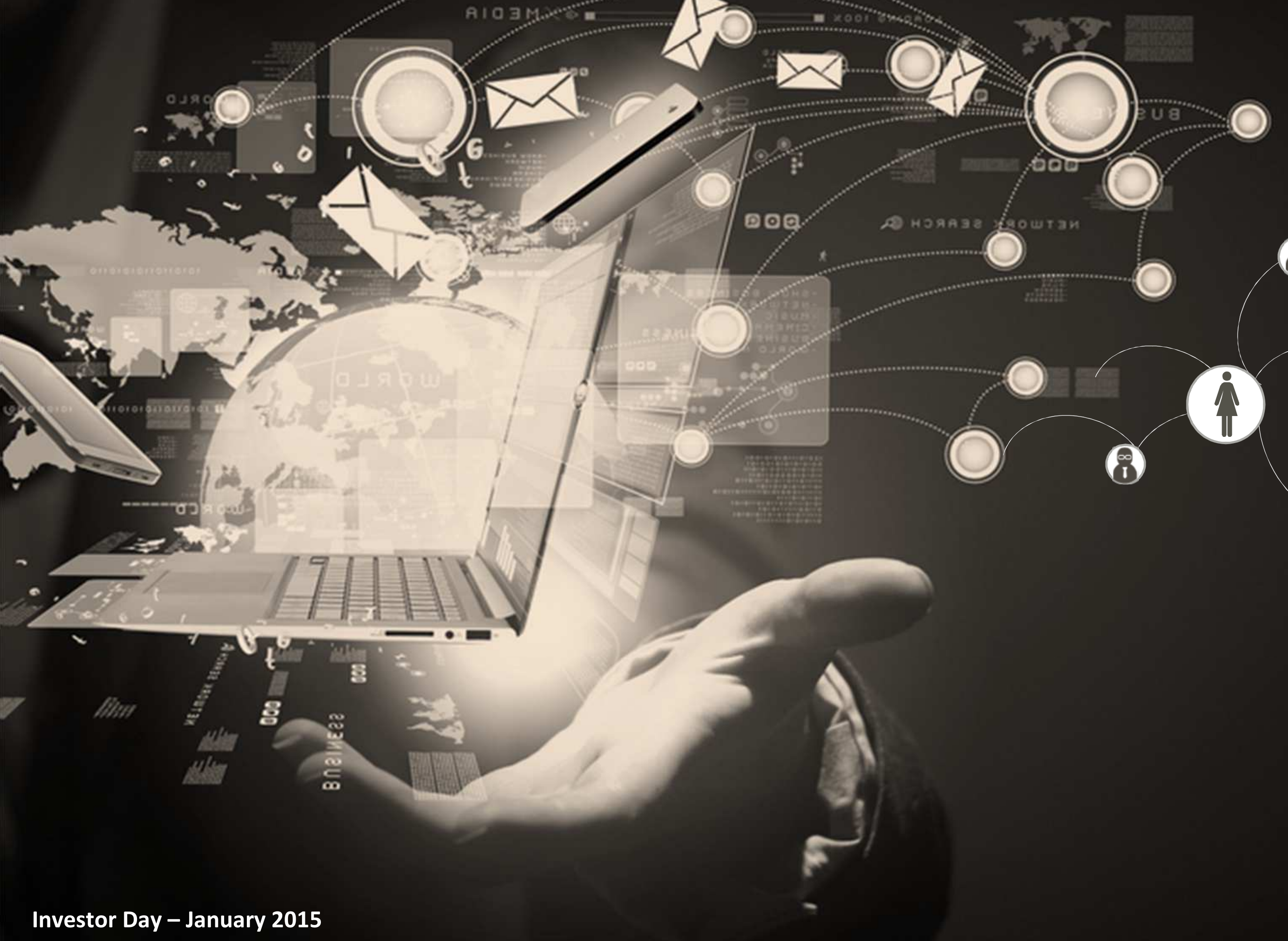
Ipsos

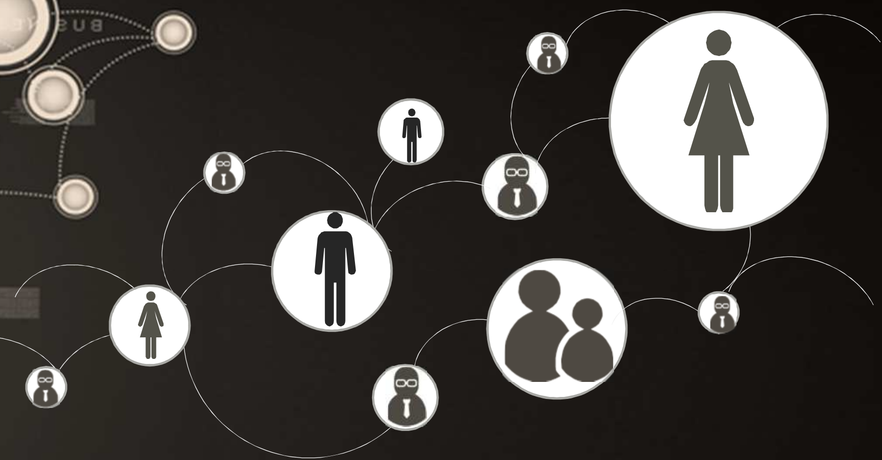
INSIGHT CLOUD

Jacquie ***MATTHEWS***

CEO Ipsos UU

INCREASING INFORMATION





CONNECTEDNESS

Video
rester sur la slide d'avant
entre la video et la demo

Demonstration


Inspiration
INFO
DATA
INFO
DATA
INFO
DATA
INFO

CLIENT FEEDBACK AFTER SEEING A DEMO…

"In the long run this could build on the knowledge system we have in place by having a more visual, nowadays access to the data and insights. This is the Facebook or YouTube, to give you what happened in an accessible, interactive, user-friendly and easily-receptive way".

"To me the key advantage is all the key consultancy and expertise that IPSOS people can bring on top of the platform"

THANK YOU

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January 2015

GAME CHANGERS

Ipsos

HOT SEATS #2

Leveraging the new data environment

Room #4

SESSION 1: 13:30 – 14:30

SESSION 2: 14:30 – 15:30

INVESTOR DAY

January 2015

GAME CHANGERS

Ipsos

REAL-TIME VOTE COUNT

Clifford YOUNG

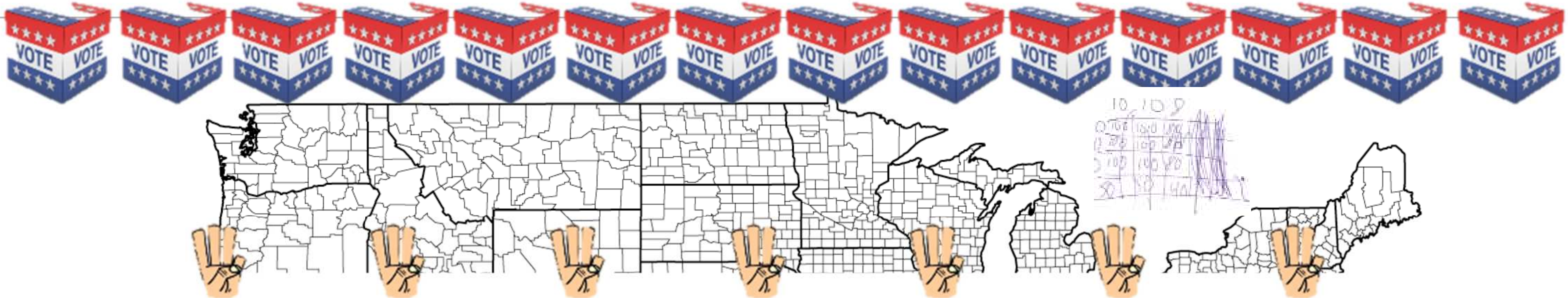
President, US Public Affairs

DID YOU KNOW

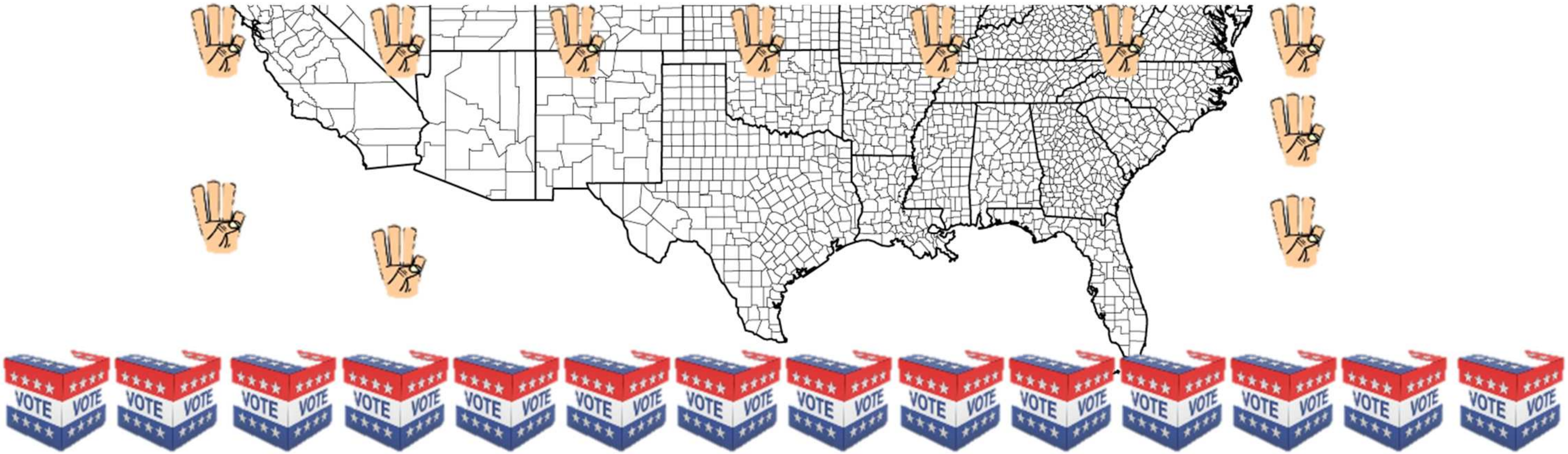
In United States

no national official body

tabulates votes on election-day!!!



VOTES ARE ACTUALLY COUNTED IN 4,600 LOCALITIES ACROSS 50 STATES!!!!



So how ARE vote totals delivered to the public on Election Day?

The

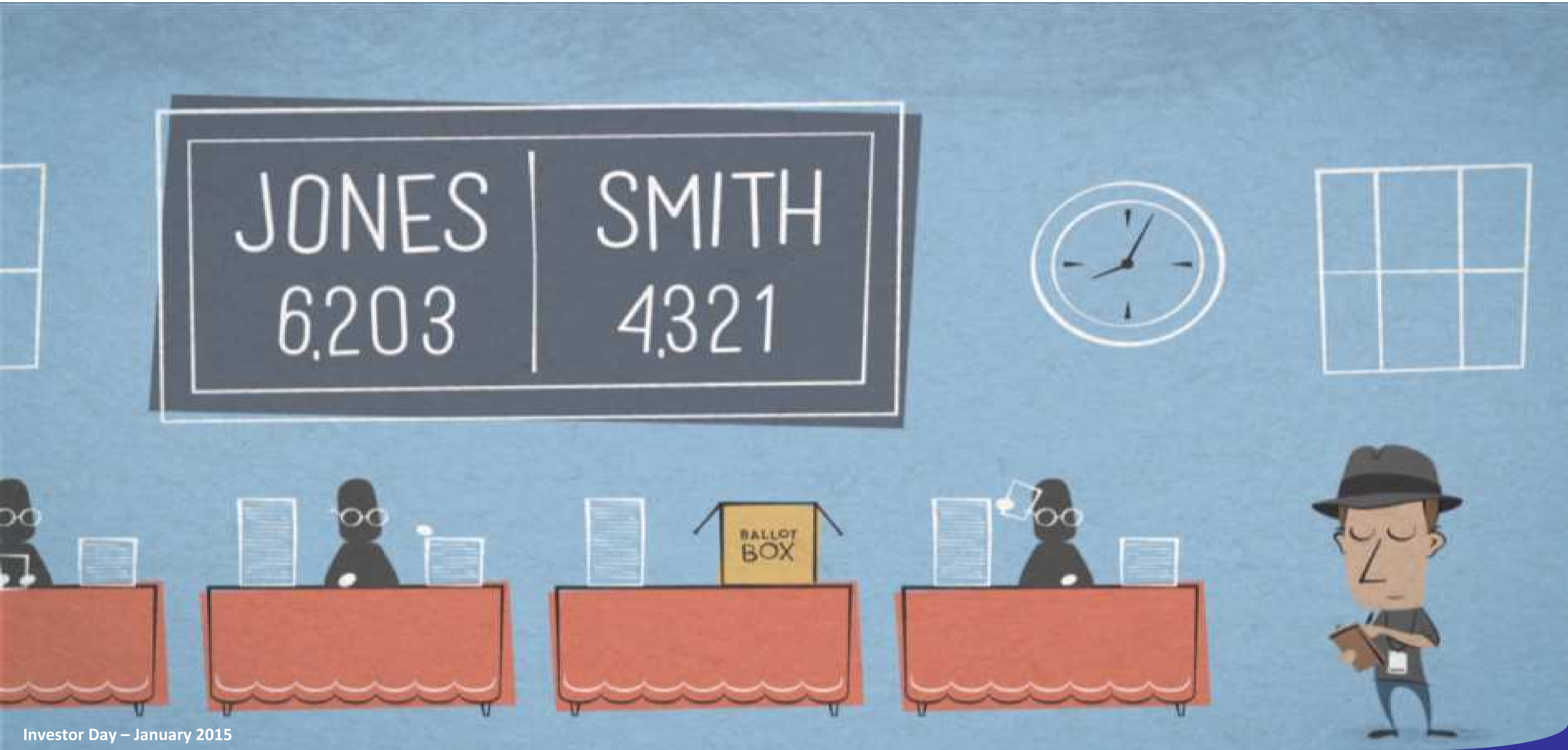
AP Associated Press

50-year monopoly on counting the vote!!!!

VOTER NEWS SERVICE

abc AP CBS CNN FOX NEWS NBC

AP SENDS OVER 3,000 LOCAL REPORTERS TO LOCALITIES ON ELECTION-DAY



THOMSON REUTERS + Ipsos

Vote Count

100M media subscription market

20M in election analytics market

Two Key Deliverables:

1. Real-time vote totals for 20,000 races with 80,000 candidates.

2. Calling the winner in 92 elections.

Ipsos

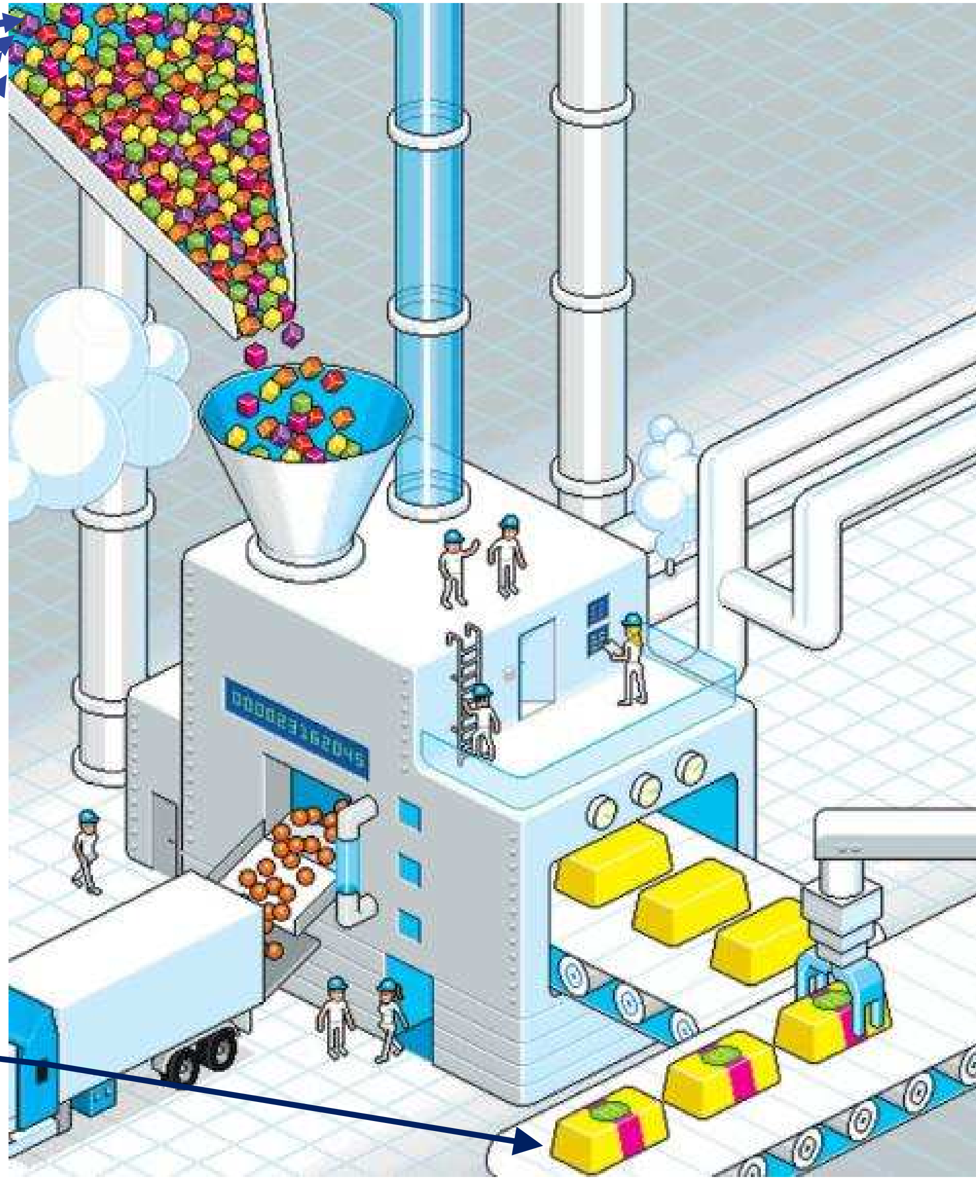
Vote Count collections at **4,600** locations on Election Night

Day of election poll with **44,000** voter interviews on election day

Pre-election polling of **11,000** national interviews per month, plus state-level polls

Calling election races
(**92** elections)
Dynamic Bayesian Models

ELECTION RESULTS TO MEDIA



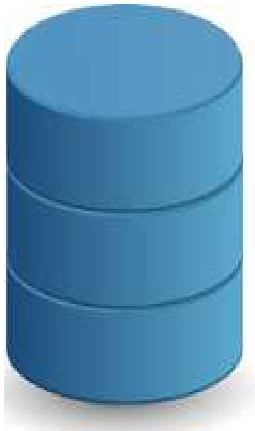
VOTE COUNT DATA COLLECTION INFRASTRUCTURE

4,000 Agent National Team

Webscraping

200 Operator Phone Center

Ipsos SQL Database

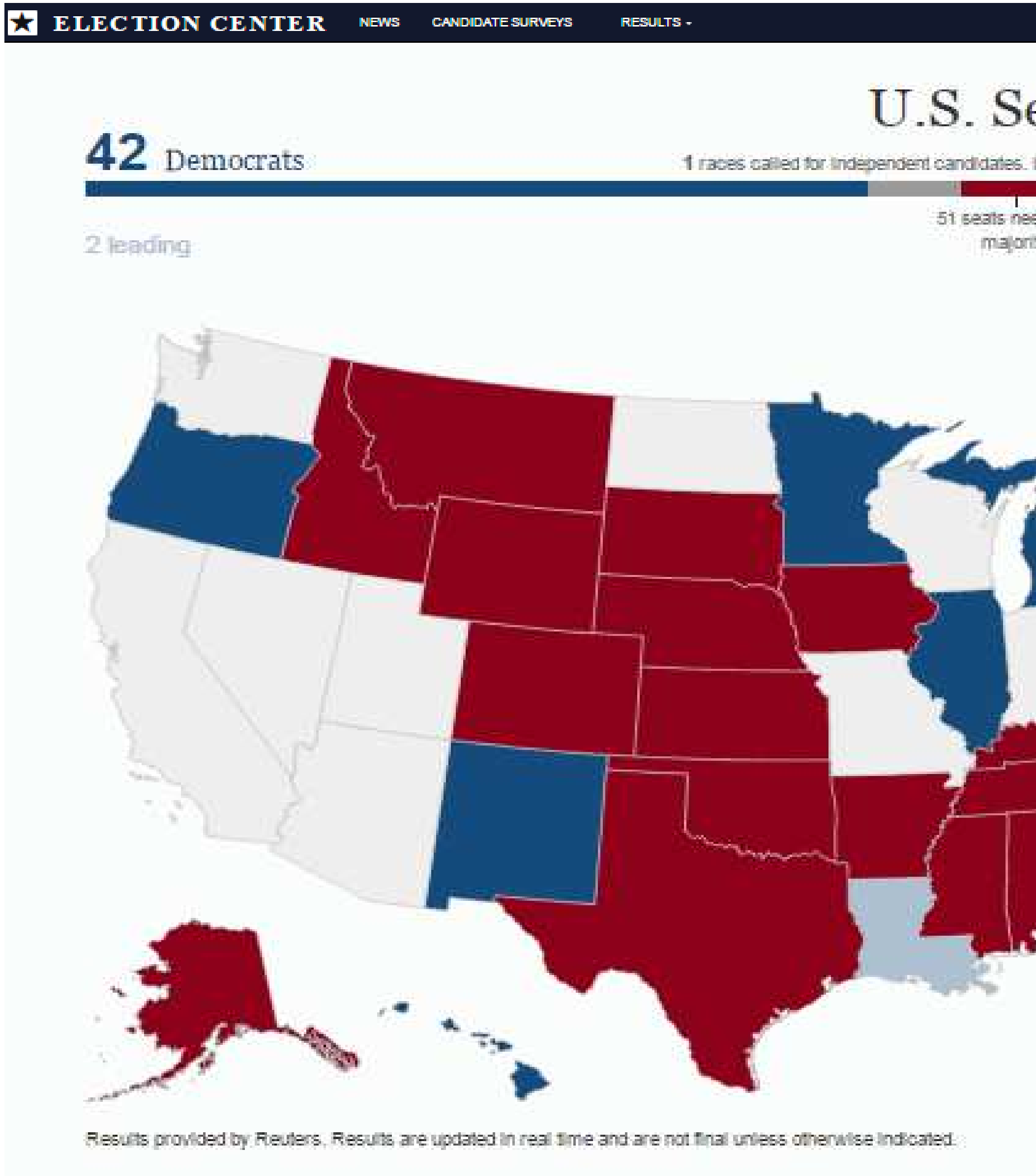


Google play

App Store

Reuters Client-Facing API

THOMSON REUTERS




REUTERS EDITION: U.S. SIGN IN

HOME | BUSINESS | MARKETS | WORLD | POLITICS | TECH | OPINION | BREAKINGVIEWS

Republican Greg Abbott wins Texas governor's race

BY JON HERSKOVITZ

AUSTIN Texas | Tue Nov 4, 2014 11:30pm EST

Tweet 5 | Share | Share this | 8+1 2 | Email | Print

RELATED NEWS

Republicans prevail in big, bitterly fought governor races

Republicans expect gains, but many races close on

(Reuters) - Republican Greg Abbott has won the Texas governor's race, Reuters/Ipsos projected on Tuesday, defeating Democrat Wendy Davis, a state senator who drew national attention last year when she filibustered a proposal to limit abortion rights.

2014 and BEYOND

THANK YOU

INVESTOR DAY

January 2015

GAME CHANGERS

Ipsos

ENTERPRISE FEEDBACK MANAGEMENT

Ralf ***GANZENMÜLLER***

CEO Ipsos Loyalty

Enterprise Feedback Management

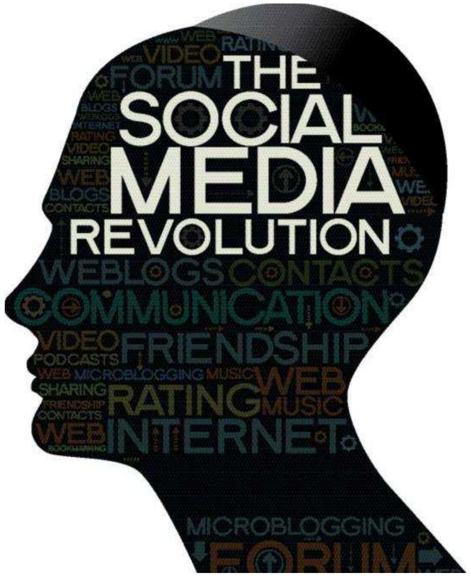
Reason Why?
EFM & Investment in EFM

What it is?

Ipsos Portfolio

Ipsos USPs:
Our Way Forward

CUSTOMER EXPERIENCE IS THE NEW BRAND IMAGE



Enterprise Feedback Management

Reason Why?

What it is?

Ipsos Portfolio

Ipsos USPs:
Our Way Forward

EFM – ALL YOU NEED TO KNOW IS IN THE NAME

E	**Enterprise**	100's or 1000's of daily users at all organizational levels
F	**Feedback**	All sorts, structured, unstructured, passive, active, internal, external – much more than survey data
M	**Management**	Real time, closed loop action oriented, results focused

CONSEQUENCE: EFM IS A NEW WAY OF MANAGING CUSTOMER FEEDBACK

	The Old Way	The New Way
Action Orientation	*Feeding a scorecard*	*Closing the loop*
Ongoing Feedback	*(Bi-)Annual surveys*	*Real time*
Survey Structure	*Survey based*	*Verbatim oriented*
Data Integration	*Single source*	*Multiple sources*
(Predictive Modeling)	*Reactive response*	*Anticipating behavior*

Enterprise Feedback Management

Reason Why?

What it is?

Ipsos Portfolio

Ipsos USPs:
Our Way Forward

HOW THIS WORKS – IN BASIC TERMS

Everything real time and full CRM integration!

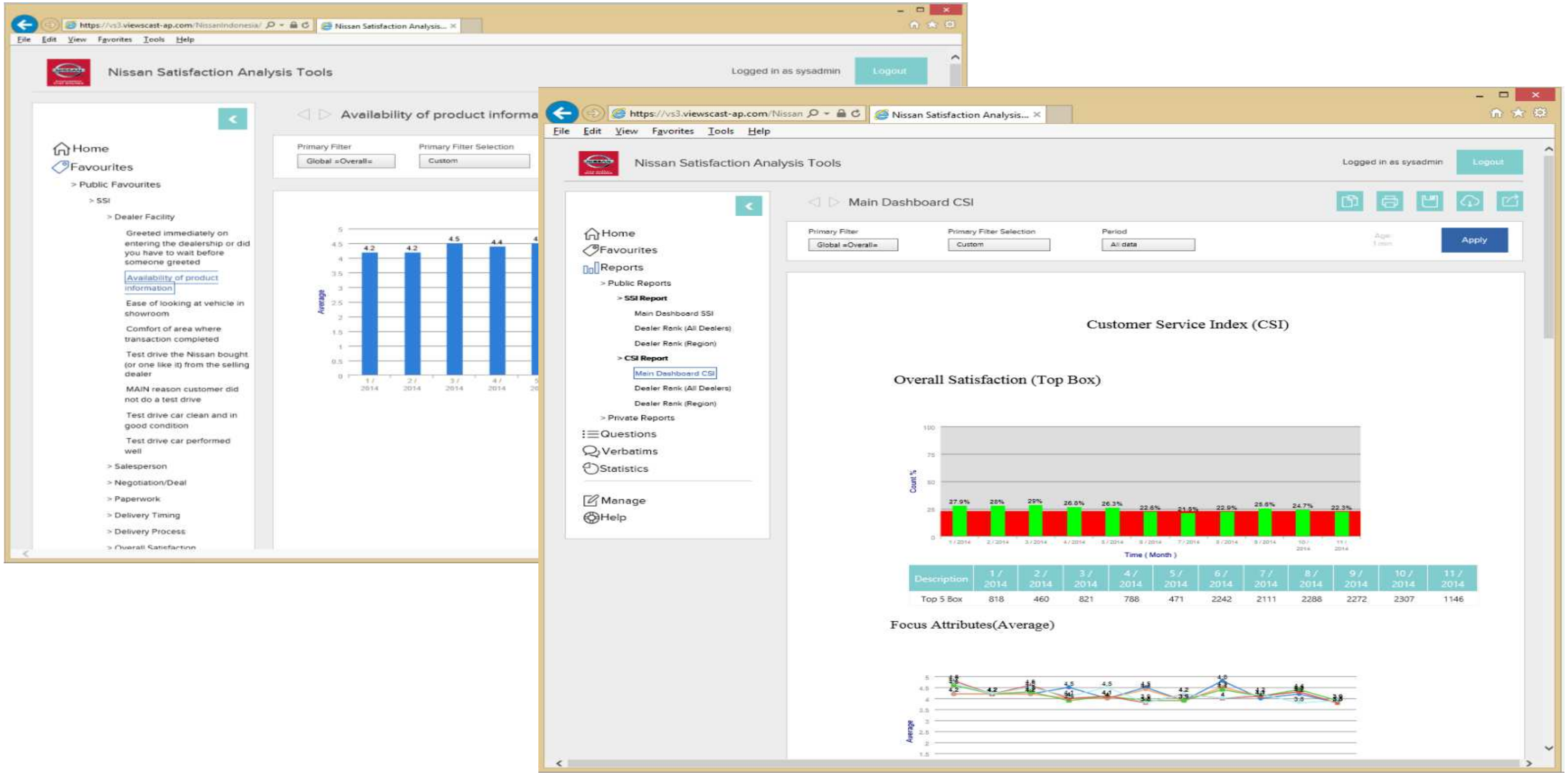
Real time
sample flow

Real time data
back to CRM

Real time
reporting

IPSOS EFM PORTFOLIO:

Market Entry Solution ViewsCast – Standard



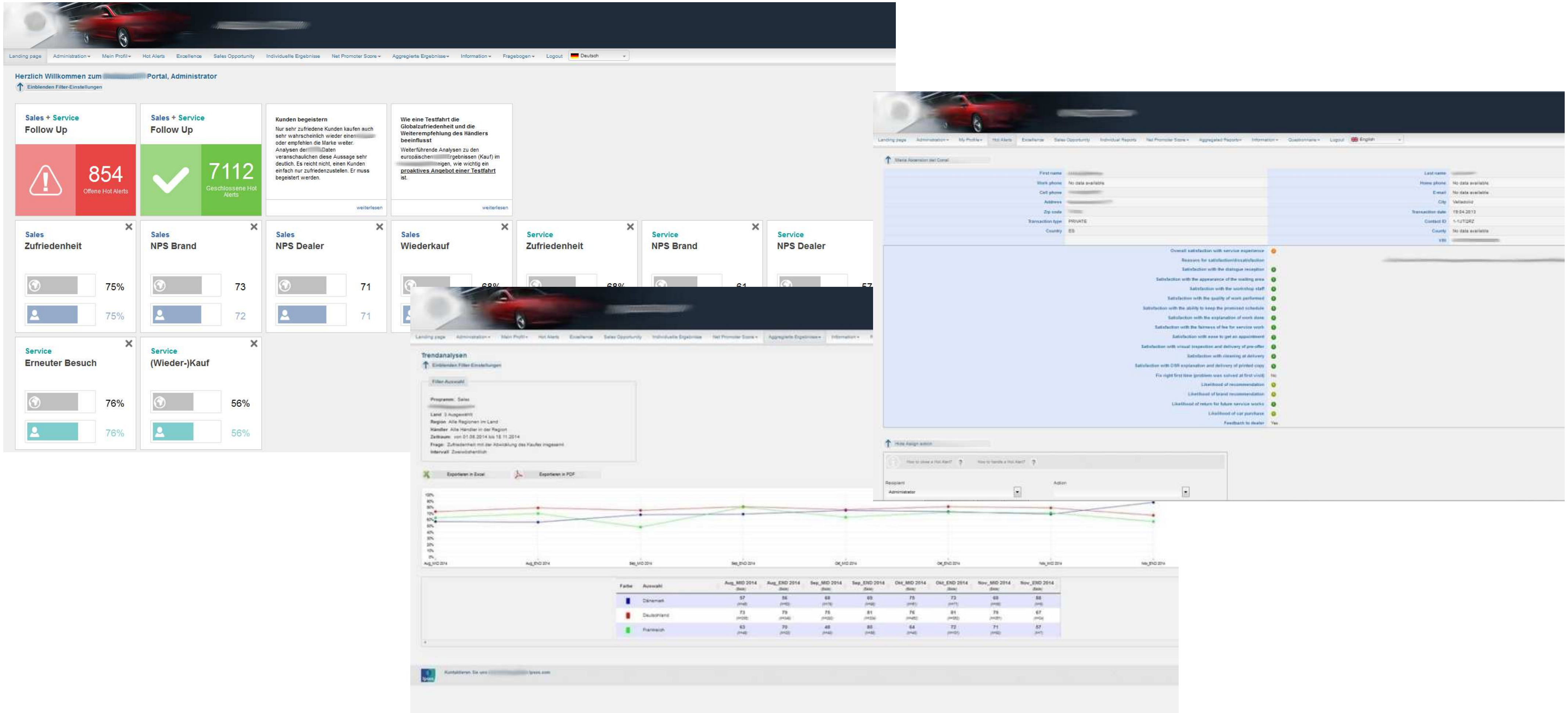
GAME CHANGERS

IPSOS EFM PORTFOLIO:

Market Entry Solution ViewsCast - Custom Design

GAME CHANGERS

IPSOS EFM PORTFOLIO:
EFM Custom Solution – Baseversion



IPSOS EFM PORTFOLIO:

EFM Custom Solution – Custom Design

GAME CHANGERS

Enterprise Feedback Management

Reason Why?

What it is?

Ipsos Portfolio

Ipsos USPs:
Our Way Forward

ALTHOUGH EFM ALMOST ALLTIME MUST BE SAAS, IPSOS IS SELLING A SERVICE AND NOT ONLY A SOFTWARE

EFM & THE IPSOS MANTRAS

Game Changing (increase value of data)	• **Actuality** (Real-Time) • **Democracy** (Role-Based-Reporting) • **Practicability** (Mobile)
BQC!	• **Better** (more value) • **Quicker** (Real-Time) • **Cheaper** (Mobile, Online)
4S	• **Simplicity** (EFM by definition short & simple) • **Security** (our Ipsos promise to make EFM smart and reliable) • **Speed** (Real-Time) • **Substance** (we design, deploy, operate integrated CI/CX systems incl. EFM)

THANK YOU

INVESTOR DAY

January 2015

GAME CHANGERS

Ipsos

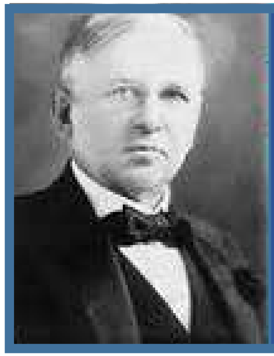
ADVANCED ANALYTICS

Pat ***CUMMINGS***

CEO, Ipsos MMA

Investor Day – January 2015

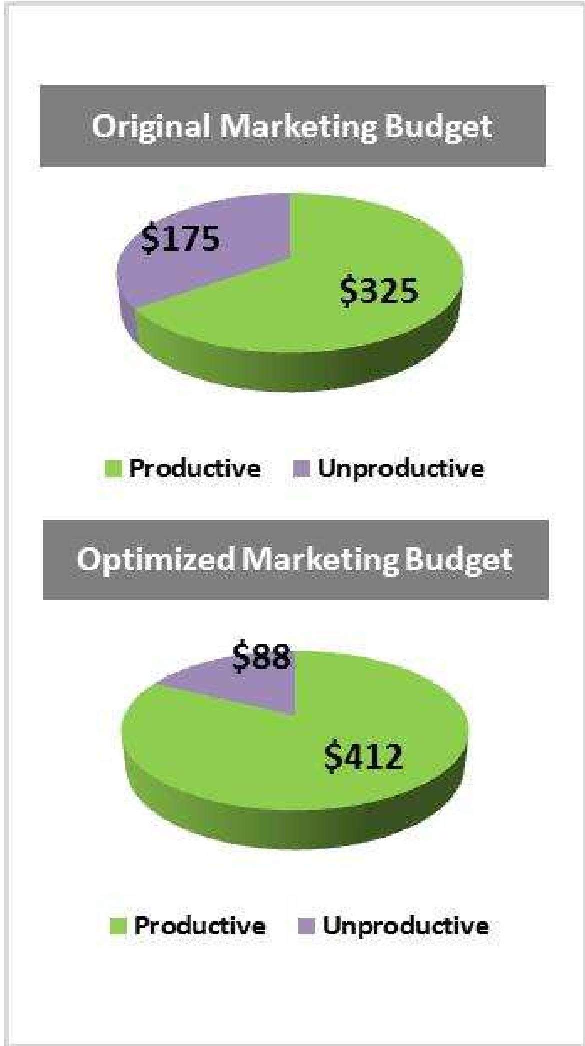
LEVERAGING MARKETING EFFECTIVENESS AND OPTIMIZATION SOLUTIONS TO CREATE INCREMENTAL MARKETING ROI FOR CEOs, CMOs AND CFOs



> **Half the money I spend on advertising is wasted; the trouble is, I don't know which half.**
>
> **John Wannamaker**

- Marketing a top budget item - #2 or #3 investment
- Marketing budget and revenue growth not aligned
- Lack of visibility into marketing ROI
- 30 to 40% of investments ineffective

There is a material benefit to revenue, profits and share to measure and optimize marketing investment.

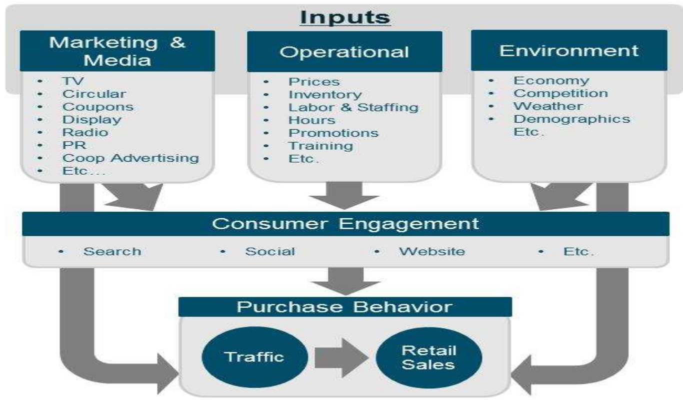


HOW DO LEADING FORTUNE 500 COMPANIES LEVERAGE MARKETING MIX/COMMERCIAL EFFECTIVE SOLUTIONS TO DRIVE INCREMENTAL VALUE?

- Quantify client c-suite business challenges
- Identify, collect and manage “big data” sets including traditional and digital marketing, operational, loyalty, consumer and econometric data
- Build predictive models that are integrated into client core business processes

  Measure, quantify and predict short and long term effects
- Provide ongoing consultative, integration and transformation support to enable value creation

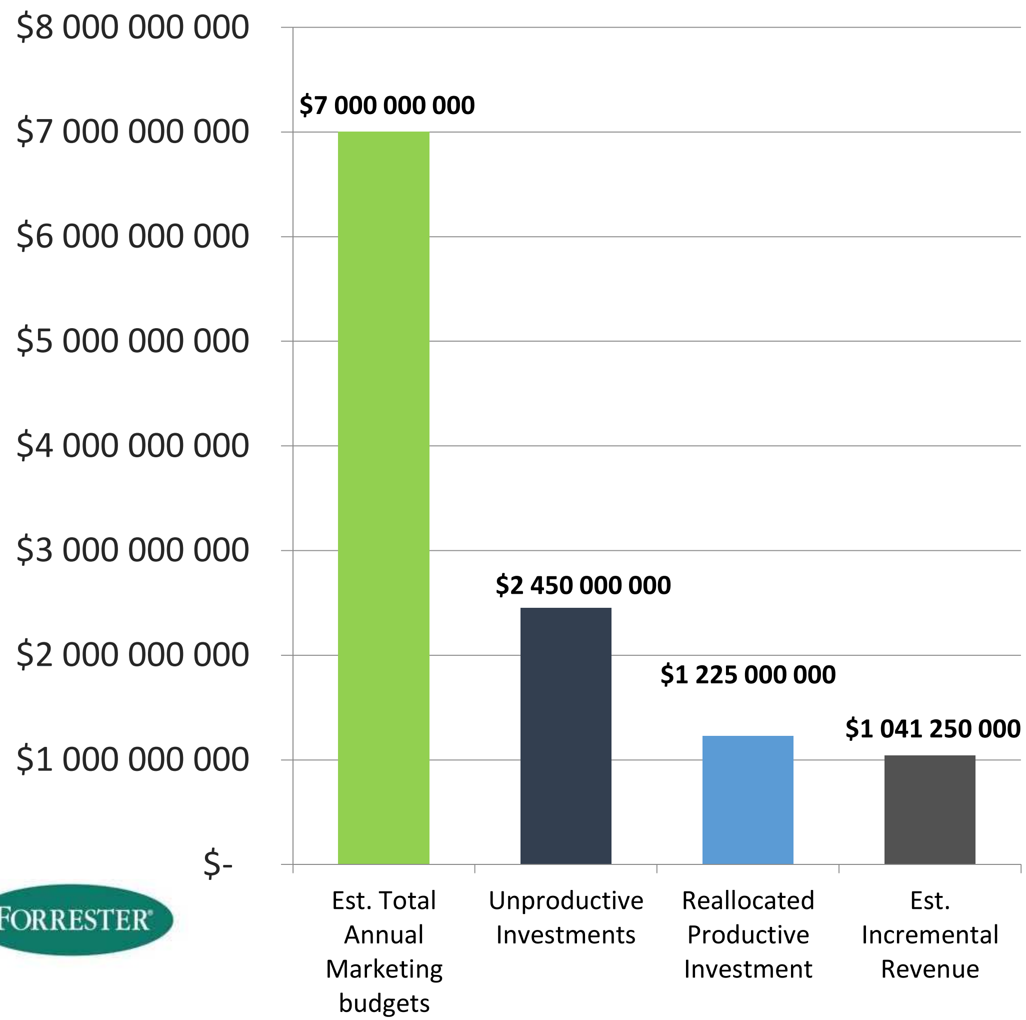
“Big, Smart Data” Management



Value Creation

MMA IDENTIFIES DRIVES OVER $1 BILLION IN INCREMENTAL MARKETING DRIVEN VALUE WITH ITS' CLIENTS EACH YEAR.

- Works directly with $7 – 10 billion in client marketing budgets each year
  - Optimizes $2 - $3B in investments
  - Helps drive over $1B in incremental revenue
  - Contributes to approx. $1B in incremental profits
- Ipsos MMA has experienced strong growth for the past 4 years
  - Double-digit revenue and profit growth each year beginning in 2011
  - Up 275% beginning in 2011
- Recognized as one of top 3 global MMM analytic firms by independent research company



THANK YOU

INVESTOR DAY

January 2015

GAME CHANGERS

Ipsos

BIG DATA

Philippe ***PÉRIÉ***

Deputy Managing Director Ipsos

Media CT France

FROM BIG DATA TO NEW INSIGHTS …

New data, new sources of insights : we are helping our clients in <u>leveraging new flavours of data</u> : structured vs unstructured and internals vs external

Data sources

External

Internal

Market research data

Mobile phone / GPS
Credit history, Travel history
Real estate records, Census data, tax data…

Google+ , Facebook,
Twitter, Instagram
Blogs, Pinterest
External sensor data
…

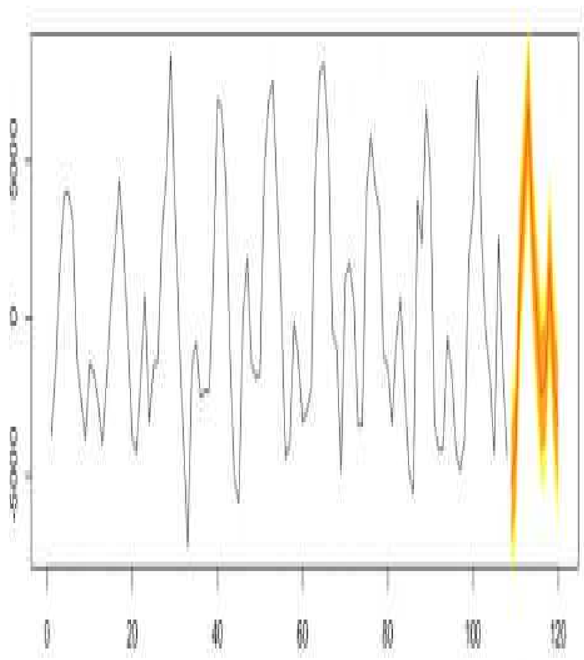
CRM, Web profiles,
Sales records,
HR records, Financials,
Inventory,…

Online forums,
Web feeds, calls, logs,
XMLS, Share point,
Text documents,
Recordings, Video, …

Structured **Data types** *Unstructured*

OUR CORE VALUE PROPOSITION IS UNCHANGED

… And it goes beyond finding correlations : strategic decision making in marketing is also about ***understanding*** and ***influencing behaviours***, not just predicting them



THIS IS WHERE WE ARE DIFFERENT

We know that Big Data is data is not just a revamping of classical statistics, we have in house the Data Science teams that blend statistics and computer science, but not only :

We also have an *unique* **blend of qualitative and quantitative** experts, that brings :

- Analytics skills
- **Business orientation**
- **Scientific Thinking**
- Technicity in ***combining data sources*** while ***preserving privacy***
- … and story telling !

A GLANCE AT WHAT WE DID RECENTLY …

- **Text & Web analytics** ➔ *Economy in questioning, spontaneity, the voice of customer*

- **Image Processing** ➔ *never seen before insights, more subtle findings*

- **GPS + telephone :** UK outdoor Audience measurement, market potential for a carmaker ➔ *Better insights, no memory biases*

- **Massive transactional data** ➔ *Better previsions of churn and Life time value*

Ipsos

Example : ‘Route’ in UK : setting the standards for out-of-home media audience

Massive GPS tracking

+ Survey

+ Advanced modelling

+ Reporting

route

outdoor media analytics

THANK YOU

INVESTOR DAY

January 2015

GAME CHANGERS

Ipsos

ELECTRONIC MEDIA MEASUREMENT

*Jim **FORD***

Global Development Director, Ipsos Media CT

Investor Day – January 2015

IT'S TIME FOR A CHANGE IN TV AUDIENCE MEASUREMENT

HISTORICALLY	NOW WITH IPSOS VIA MEDIACELL
High cost per panellist	Low cost per panellist
Hardware-driven	Software-driven
Engineer installed	Self-installed
Invasive/lengthy process	Simple-quick
High maintenance	Minimal maintenance
Long, inflexible contracts	Flexible contracts
Small panels	Larger panels

WHAT IS MEDIACELL?

Built around **Software**

Employing **familiar** devices

Real time signal encoding & **audio matching**, to provide viewing on any platform, any time

WHAT WE CAN MEASURE AND HOW WE MEASURE IT?

WE CAN MEASURE

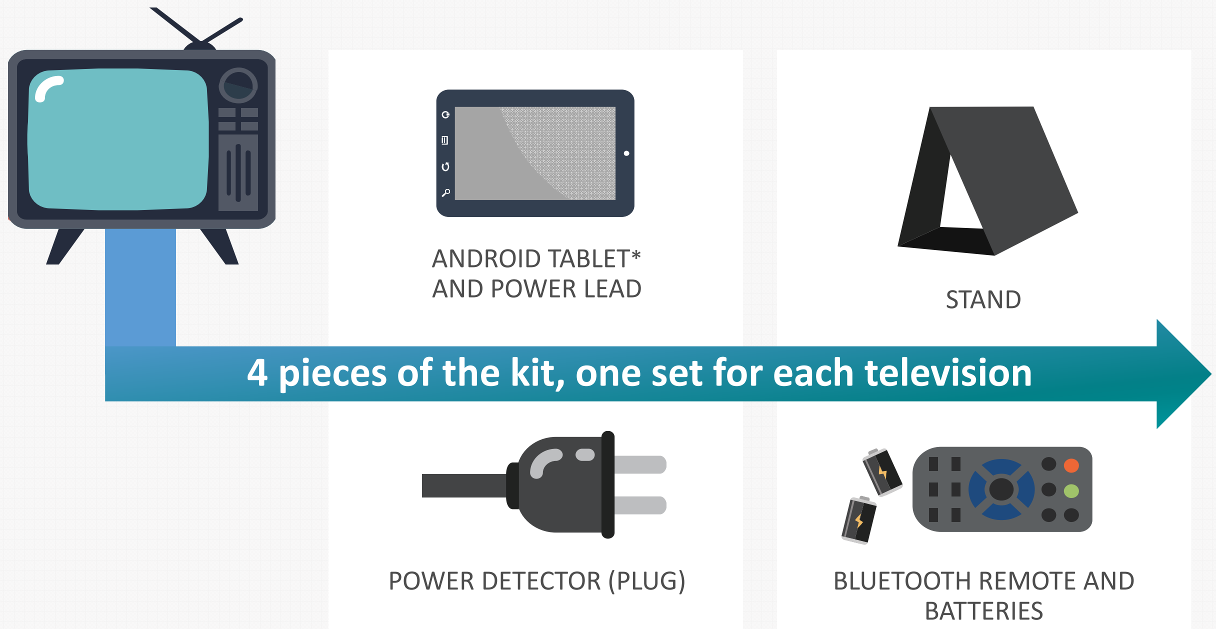
All platforms:
Television sets; Tablets; Smartphones

All viewing:
Live; Time-shifted; On-demand

All locations:
In-home; Second homes; Out of Home

More stations – "longer tail":
Enabled by larger panel

DELIVERED TO HOUSEHOLD



Can be unpacked and installed quickly and easily by the panellist

** 7 or 10 inch Android Tablet (depends on TV size)*

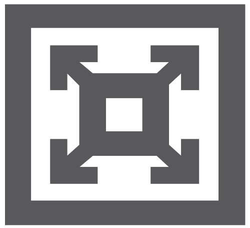
WHY MEDIACELL FOR OUR CLIENTS?

TOP 6 REASONS

01

Greater flexibility and future proofing

02



Larger panel opportunities

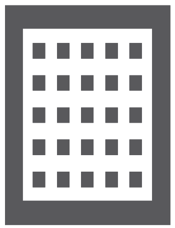
03

Improved detection

04

End-to-end service

05



Greater consistency of measurement across panels

06

Greater return on investment

WHY MEDIACELL FOR IPSOS?

TOP 6 REASONS

01

Group funded investment

02

Secure licenses to technology and patents

03

Targeting new revenue streams for Ipsos

04

Real competitive advantage

05

Disrupting the business model NOT the measurement

06

Game changer for Ipsos countries

THANK YOU

INVESTOR DAY

January 2015

GAME CHANGERS

Ipsos

PASSIVE MEASUREMENT

*Natalie **LACEY***

Chief Strategy Officer, Ipsos MediaCT

PASSIVE MEASUREMENT

Passive measurement is the capture the ACTUAL actions of consumers on their devices.

Apps

Websites

www

Calls & Texts

System info

Location

....And how consumers move between spaces and places

WHY PASSIVE MEASUREMENT?

Passive measurement is the use of an application to capture the actions of consumers on their devices, including websites visited, applications used and time spent.

The digital journey

Path to purchase

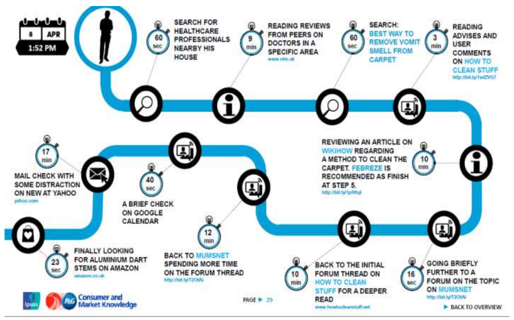
Share of use

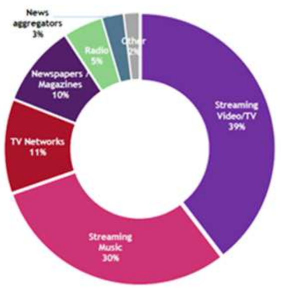
Day in the Life

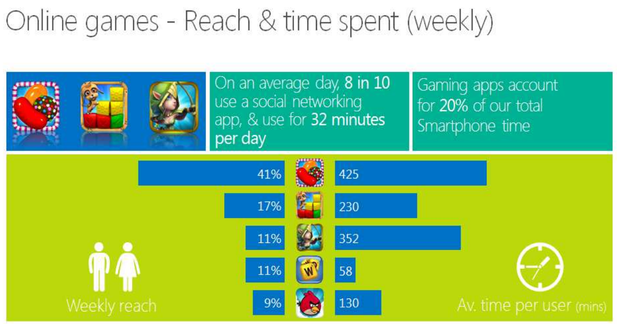
ESTABLISHING EXPERTISE

Ipsos has established an expertise in passive measurement to respond to these client needs by:

- Ipsos branded applications
- A dedicated team
- Proprietary classification system and metrics
- Deliverables that visualise the data
- Integration with tools such as geolocation, qualitative and surveys







OVERVIEW OF PROJECTS

Projects conducted in passive measurement include:

Ipsos owned UAE panel
- Media / Audience

Ipsos owned US Panel
- Pilot in 2014 / Live in 2015

Devices and Services (US)
- Multiple mobile passive studies to measure share

Consumer electronics (South Korea)
- Battery test

Touchpoints UK (Client: IPA)
- Large scale audience study

Government Department (Australia)
- App Test

Social Media (Brazil)
- Holiday Shopping

Technology and Services (UK)
- Multi-screen audience test

FMCG (UK)
- Household audience

Distilled Spirits (Sweden)
- Integration with a community

FMCG (Germany / China)
- Digital Profiles

Telco (Belgium)
- Focus on Network / Wifi activity in home and on the go

THANK YOU

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