

EXHIBIT P



Panel Quality

Our Values

Introduction

This document has been prepared by Research Now to provide some of the essential information needed by those considering using online access panels.

It aims to follow ESOMAR's 26 questions to ask of a panel provider but also provides answers to some of the wider questions currently posed by international organisations looking at quality control.

For more detailed information on any aspect of Research Now's online fieldwork and panel capabilities, please contact our panel excellence team:

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Company Profile



1. What experience does your company have with providing online samples for market research?

Research Now has been providing high quality, proprietary, research-only online panel sample since 2001. We are an independent, single source for international online fieldwork across Europe, Middle East, the Americas and Asia-Pacific.

We manage around 2000 projects per month, providing both sample-only and full-service studies.

These are executed by our industry-leading programming and project management teams. We are experienced, research-literate, multi-lingual online fieldwork specialists working with our clients across 22 offices worldwide.





Sample Source

2. Please describe and explain the types of the source(s) for online sample that you provide (are these databases, actively managed panels, direct marketing lists, web intercept sampling, river sampling/other?)

All of our panels are actively-managed online access panels that include the Valued Opinions panels and the e-Rewards opinion panels. The panels are proprietary and built from scratch. All panels are localised, not just translated, with native language panel support and country-specific reward choices.

We utilise multiple source recruitment. Our Valued Opinions panels are recruited by email and online marketing with over 300 diverse online affiliate partners and targeted website advertising.

Our e-Rewards opinion panels utilise a “by-invitation-only” methodology, partnering with a diverse set of globally recognised consumer and business-focused brands such as AIRMILES®, Best Buy®, BLOCKBUSTER®, Air France/KLM, Borders®, British Airways, Continental Airlines®, Delta Air Lines®, Hilton HHonors®, Macy’s®, Pizza Hut®, Virgin Atlantic Airways, to name a few, that invite their customers to join the e-Rewards opinion panel.



3. What do you consider to be the primary advantage of your sample over other sample sources in the marketplace?

Our panels are research-only, wholly owned and built in a consistent manner to ensure that they are responsive, balanced and reliable – the foundations for quality research.

4. If the sample source is a panel or database, is the panel or database used solely for market research? If not, please explain.

Yes, absolutely. Panels are used for market research purposes only. This applies to all of our proprietary panels across the world without exception.



5. How do you source groups that may be hard-to-reach on the internet?

Due to the fact that we have large panels we can drill down to incidences as low as 1-2%. To facilitate this process, our programme of pre-screeners collects information for niche sample targets such as Automotive and Healthcare.

For our e-Rewards business panels we utilise a “closed” or “by-invitation-only” online panel recruitment method, a method of exclusively inviting pre-validated individuals or individuals who share known characteristics to enroll into our market research panels. We tailor our recruitment partner strategy specifically to target groups that are not already represented in our panel.

6. What are people told when they are recruited?

When people join our panel, they are asked to join an online market research panel which is research-only, with no selling. Panellists are rewarded for taking part in surveys with a structured incentive scheme. They are supported by a panel support team with an option to unsubscribe at any time. Terms and conditions can be viewed at each panel web site, for example www.valuedopinions.co.uk or www.e-rewards.co.uk.

Panel management is compliant with all relevant market research industry standards, data protection and privacy laws.





Panel Recruitment

7. If the sample comes from a panel, what is your annual panel turnover/attrition/retention rate and how is it calculated?

Our average attrition rate across all Valued Opinions panels is between 10% and 50% per annum. Attrition rate is defined as the percentage of panellists who have unsubscribed themselves or have been “unsubscribed” by our panel team (bounce-backs or panel offences). Our e-Rewards opinion panels retain approximately 85% of its panel members each year.

8. Please describe the opt-in process.

New panellists who enroll into our panels complete our website panel registration form, providing their personal details (such as name, email address, etc), and then complete a registration survey.

As part of the enrollment process new panellists are sent an email with a link to confirm their desire to opt-in to the panel. New panellists who confirm their opt-in in this manner are counted as part of the active panel and are eligible to be invited to participate in surveys. Panellists who do not confirm their opt-in are excluded from the active panel and are not counted as active panellists.



*9. Do you have a confirmation of identity procedure?
Do you have procedures to detect fraudulent respondents at
the time of registration with the panel? If so, please describe.*

Panel registrations are automatically checked at the time of registration for duplicate email address.

Following initial registration, there are additional checks to identify potentially fraudulent or duplicate panellists including a check for matches across several demographic variables.

We also have quality management systems in place in order to help confirm identities on all of our panels.

We further our commitment to identity validation with continual review of member data and analysis of suspicious member profiles to ensure members are who they say they are.

On client request we offer TrueSample® as an optional, value-added service. The TrueSample service is available in Canada, France, Germany, the United Kingdom, and the United States.



10. What profile data is kept on members? For how many respondents is this data collected and how often is this updated?

Basic demographic information (e.g. age, gender, region, household demographics) is collected upon sign up to the panel. Panellists also have the option (either at the sign up or later stage) to enter further profile information for specific areas (e.g. health, mobile phone habits etc). We also run occasional pre-screener or profiling surveys, where information is collected when Research Now is screening for a particular sub-panel (e.g. automotive or financial services) or for a particular project. All e-Rewards panels are extensively profiled for B2B related surveys.

In terms of updating the information, panellists are reminded at the end of every survey to update their profile information. Non-active panellists who do not take part in surveys or pre-screener and panel mail addresses that bounce back are taken off the panel. The majority of Valued Opinions panellists (around 70%) receive their incentives via post, so address (and therefore regional) information needs to be up-to-date for panellists to receive their rewards.

Panel Maintenance is maintained by our panel support team and monitored for performance by our panel analytics team.



11. What is the size and/or the capacity of the panel based on active panel members on a given date? Can you provide an overview of active panellists by type of source?

An active panel member is defined here as a member who has participated in at least one survey, or updated his/her profile data or registered to join the panel within the last 12 months.

Panel Size/Capacity

As of 8th June 2010, panel membership across the Valued Opinions and e-Rewards family of country panels totalled 6,253,609 – comprising members in the UK, Germany, France, Spain, Italy, Ireland, Austria, Portugal, Denmark, Norway, Sweden, Finland, Russia, Czech Republic, Poland, Hungary, Greece, the Netherlands, Belgium, Switzerland, the UAE, the USA, Canada, Brazil, Mexico, Argentina, Chile, Australia, New Zealand, China, Japan, Korea, Malaysia, Taiwan, Singapore, Hong Kong and India. These are individual members and not households.

Source of Panellists

For Valued Opinions panels, panellists are recruited via multiple source recruitment, by email and online marketing affiliate partners. e-Rewards panel members are enrolled by invitation from various panel recruitment partners, which include a diverse set of categories such as many different retailers, hospitality and travel (airline and non-airline).





Panel & Sample Management

12. Please describe your sampling process including your exclusion procedures if applicable. Can samples be deployed as batches/replicates, by time zones, geography etc? If so, how well is this controlled?

Sample selection is based on the sample needs and client requirements for each individual survey. Ideally, pre-profiled sample is used to minimise screen-outs and provide a better quality panellist experience. Customised sampling, e.g. nat-rep outgo is also available.

Once sample has been selected, email invites are automatically randomised to eliminate any potential biases. Sample can also be subject to category de-duping. This is a process whereby all projects are coded with subject identification code so that respondents who have taken part in surveys on one of the pre-coded subjects over a stated time period, e.g. a survey on alcohol in the last 3 months, can be excluded. As a rule, we apply major category exclusions to surveys on a three-month basis. Criteria can be more restrictive on demand.

Our proprietary panel management system enables us to have total control over the way in which we invite respondents to surveys. Panellists access the survey with unique links stated in the invite. The time of sample deployment can be controlled by sending out invites at a specific time.



*13. Explain how people are invited to take part in a survey.
What does a typical invitation look like?*

Invitations contain key information for panellists to understand the commitment required of them for each survey, e.g. broad survey topic, survey length, incentive, and the length of time the survey will be open for. The invitation also contains a link to our privacy policy, an opportunity to unsubscribe from the panel and a link to a member of Research Now staff for any queries. We have a strict policy on avoiding “leading” invitations and screen invitations carefully before sending them to our panellists.

*14. Please describe the nature of your incentive system(s).
How does this vary by length of interview, respondent
characteristics, or other factors you may consider?*

As we have no open survey areas, Valued Opinions panellists have to be invited to take part in each survey in order to qualify for answering a survey to receive an incentive. Panellists receive a cash reward for participating – the amount varies for each survey but is clearly stated in the invitation email and related to the survey length, interest and complexity. Typically, incentives for consumer surveys range between 50p-£5. Once a panellist’s reward balance reaches £10, they redeem a voucher. Vouchers are typically for national retailers in member’s country and there is always a multiple choice. The Web Perspectives panel in Canada rewards panellists who participate in longer surveys (i.e. over 20 minutes) with individual incentives. Panellists who participate in surveys less than 20 minutes in length are typically entered into prize pools (i.e. chance to win cash or prizes). e-Rewards panel members earn e-Rewards currency/points for time spent participating in market research activities. Members can redeem their currency/points for a variety of valuable rewards that are of interest to them.



15. How often are individual members contacted for online surveys within a given time period? Do you keep data on panellist participation history and are limits placed on the frequency that members are contacted and asked to participate in a survey?

As each panellist is assigned an individual ID, we hold the entire survey participation history of every respondent on our panel. This means that we can carefully select each panel member for each survey to ensure that they are not over contacted.

As not all panellists respond to every survey or profile invitation – we always invite more panellists to a survey than will end up completing it. For this reason, when measuring panellist activity, we distinguish between contact and completion rate. In terms of completion rates, our average panel member completes approximately 6 full surveys per year.

We conduct monthly audits on panel utilisation to monitor survey participation rates among various demographic groups. This gives us a clear picture of which panel groups are in highest demand and informs panel recruitment strategy.





Policies & Compliances

16. Is there a privacy policy in place? If so, what does it state? Is the panel compliant with all regional, national and local laws with respect to privacy, data protection and children, e.g. EU Safe Harbor, and COPPA in the US? What other research industry standards do you comply with, e.g. ICC/ESOMAR International Code, CASRO guidelines etc?

Yes – see www.valuedopinions.co.uk or www.e-rewards.com for an example. We follow all regional, national and local laws with respect to privacy, data protection and children to the extent required for the country panels which we own.

Our panels also comply with, or exceed, all applicable industry standards published by: ESOMAR, the MRS, the AMSRS (Australia), BVM (Germany), CASRO (US), MRA (US), MRIA (Canada).

Amongst others, this includes observing the following guidelines:

- Ensuring the voluntary co-operation of panellists
- Following rules to protect the researcher's and respondent's identities
- Respecting the respondent's right to anonymity
- Ensuring a privacy policy is in place on all our panels worldwide which is compliant with EU and local laws as appropriate
- Ensuring that data security policies and measures are in place and constantly reviewed in line with technological developments
- Ensuring that all data procedures are reliable and valid
- Ensuring that we respect all rules governing the interviewing of children and young people



17. What data protection/security measures do you have in place?

Data Protection

Research Now follows all local data protection procedures for each country we have panels in.

Security

We have secure servers for collecting survey data. Sampling is carried out with highly encrypted links to the database servers. It is done without the use of personal information, just demographic information specific to each survey. We also use randomisation routines to ensure that there is no bias towards one part of the database or the other. Samplers do not have access to the database to reveal the identity of users.

Survey data remains anonymous and is linked to the panel database using numeric IDs so the identity of the end-user (panellist) is always protected.

18. Do you apply a quality management system? Please describe it.

Research Now has established a defined project management process for each of the 2000 + projects managed each month globally. This is supported by a carefully-documented procedure form which is managed and maintained by our project managers from project kick-off to delivery.



19. Do you conduct online surveys with children and young people? If so, please describe the process for obtaining permission.

We do occasionally conduct online surveys with children and young adults. In the cases where target respondents are below the legal age to be approached to conduct market research, we follow the standard industry guidelines which require that respondents are recruited via their parents and interviewed only with parental permission.

Parents are provided with full details about each survey and its objectives and can view the survey prior to the child if they wish.

20. Do you supplement your samples with samples from other providers? How do you select these partners? Is it your policy to notify a client in advance when using a third party provider? Do you de-duplicate the sample when using multiple sample providers?

We occasionally use other panel providers to provide samples in countries where we do not yet operate our own panels. We only use trusted panel partners and operate on the basis of a preferred supplier list with first time use under controlled circumstances. We will always tell our clients when we are using another panel and whether we have used them before.

We are open to taking part in initiatives for independent audits of panel members to check for duplication across industry panels. While we cannot pass on personally-identifiable information to a third party, subject to the appropriate confidentiality clauses being in place, we can contribute profile data to third party data clearing houses for analysis purposes to check for duplicates across several panels.





Partnerships & Multiple Panel Membership

*21. Do you have a policy regarding multi-panel membership?
What efforts do you undertake to ensure that survey results are unbiased given that some individuals belong to multiple panels?*

If clients are using multiple suppliers, there is a risk of duplication. We would always advise using only one source per project to avoid this. Multiple panel membership shifts over time and response/completion rates vary across panels.

We would advise asking a past survey participation question as a screening question at the start of a survey to screen-out those who may have taken part in similar surveys over a recent time period.

To avoid too much duplication, at the time of recruiting onto our panels, we try to avoid using the same recruitment sources at the same time as other panel suppliers.





Data Quality & Validation

22. What are the likely survey start rates, drop-out and participation rates in connection with a provided sample? How are these computed?

Survey start rates (or “response rates”) naturally vary, depending on factors such as length and interest in the survey, country the survey is fielded in, the demographic group being surveyed and the time of the year. Average survey response rates range from 8% - 40% and vary by market.

The “completion” rate is classified by Research Now as the percentage of people who have provided answers to all of the questions that have been asked of them.

The “completion” rate is typically around 80% - 85% of those who have started (or “responded”) to the survey. Start, drop-out and participation rates are calculated by our panel management software and can be run on a project-by-project basis.

23. Do you maintain individual level data such as recent participation history, date of entry, source, etc., on your panellists? Are you able to supply your client with a per job analysis of such individual level data?

We hold the entire survey participation history of every respondent on our panel.

Each panellist is assigned an individual ID number – this stays with them throughout their panel membership and allows us to track their history, date of entry, source etc.

We can also provide a per-job analysis to clients.



24. Do you use data quality analysis and validation techniques to identify inattentive and fraudulent respondents? If yes, what techniques are used and at what point in the process are they applied?

Research Now employs a range of measures, including:

Speeding - our project managers apply ad hoc sense checks on data and we can implement more detailed exclusions on request.

Flatlining - we are able to incorporate survey-specific controls and algorithms on flatliners in accordance with our clients' prescribed level of exclusion.

Multiple Survey Completions - to avoid this, we avoid open survey environments and use a unique URL for each survey.

Non-Response to Open-Ended Questions - we can flag non-responders and assess on a project-by-project basis who to exclude.

Dummy Answers - it is possible to add dummy questions into a survey to check whether respondents are answering the survey in a consistent manner. We can recommend which questions to use on a survey-by-survey basis.

Research Now Three Strikes Policy - The '3 strikes and out' process flags an 'offence' code with panellists who are identified as not completing a survey correctly. Survey offences include agreed cases of "speeding", "flatlining", "inattentiveness", poor quality open ends, answering inconsistencies and selecting dummy answers. Panellists accumulating three such offences are disqualified from panel membership, meaning they cannot be selected for any more surveys.

This process happens as a result of a series of manual checks for each project and is carried out across all of our full-service projects. For sample-only studies, we are reliant on our clients to provide the IDs of any panellists they consider to be offenders (together with an explanation of how the "offence" is detected) so that these can be duly flagged in our panel. On our e-Rewards opinion panels our Veracity360® quality management system evaluates and removes inattentive and suspected fraudulent respondents from the panel.



25. Do you measure respondent satisfaction?

Yes – on our Valued Opinions panels we run a short panellist project satisfaction survey for every project (both sample-only and full-service). Data is collected monthly and is available to clients on aggregate as a benchmark and for each of the surveys they run. We also run a half-yearly panel satisfaction survey in the UK, Germany, France, USA, Canada and Australia. The sample size is 500 per country and the sample is balanced by panel activity levels. The survey includes questions on panel experience, survey experience, panel incentives and panel communication.

In order to further enhance panellists' survey experience, we also actively encourage survey designers to incorporate the latest technologies, e.g. Flash programming into surveys to keep respondents engaged and interested.

Research Now runs an ongoing programme of research into the impact of Flash programming on the respondent experience, and a white paper is available on the subject.

On our e-Rewards opinion panels we conduct a member satisfaction survey among panellists annually. We measure their satisfaction on elements such as frequency of invitations, value and diversity of incentives and redemption choices, their willingness to complete various lengths of surveys, and e-Rewards' level of responsiveness to any questions or concerns they share with our Member Services team.



26. What information do you provide to debrief your client after the project has finished?

Research Now captures all participation history, the date of entry and panel recruitment source for each member and, provided this does not involve the disclosure of personally-identifiable information, is able to provide this to clients as a report on request.

For full service projects where Research Now hosts the survey, it is also possible to see a full survey activity report for each project.

The key statistics from such a report detail:

- Fieldwork dates
- Total number of survey invitations sent
- Number of surveys started
- Number of screen-outs/quota-fulls and survey drop-outs
- Number of completes



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